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MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : F. W. M. Janney  
Director of Personnel


SUBJECT : Agency Employee Survey

REFERENCE : Memo for DCI fr D/Pers, dtd 21 Oct 76,  
re same subject

1. Action Requested: None; for information only.
2. An overview report of the results of the first Agency-wide employee survey was attached to the reference. That overview report contained information about employee perceptions on the effectiveness of actions taken toward implementing changes in Agency personnel management practices, but it did not distinguish demographic characteristics such as employee career service affiliation, age, grade, etc. The reference suggested that further analysis by different demographic groupings might offer leads to personnel management problems not disclosed in the overview. We believe this report offers information helpful to that end.
3. Although subject to Agency guidelines, each Deputy Director is charged with implementing and administering personnel management programs within his area of responsibility and each approaches his task somewhat differently from the others. Since directorate (career service) personnel management practices vary somewhat, we thought it would be helpful to you to learn of the perceptual differences among employees of the five career services.
4. The attached report offers an inter-career service comparison of employee attitudes with emphasis given to those areas where survey results raise a question on the need for additional managerial attention. Each career service is compared with the others in much the

same way as was done in the overview report in which CIA was compared with other Federal agencies, i.e., we establish how much more favorably or unfavorably employee attitudes on a particular question are in the DDO, for example, when compared with Agency employee attitudes at large. The report is limited to the consideration of a selected number of those survey questions where, according to the respondents' career service designations, statistically significant differences among employee responses were found.

5. This report constitutes the second of three to be derived from the employee attitudinal survey. The overview was the first. The third will constitute individualized analyses for the heads of career services. It is intended that the feedback provided through the third multi-part report will serve to assist management officials as they consider possible modifications to their existing personnel management programs.

  
F. W. M. Jamney

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Attachment

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Report  
Employee Opinion  
by  
Career Service Affiliation  
Agency Employee Survey  
Summer 1976  
(A Comparison)

25X1A 1. This report is based on data taken from the Office of Personnel opinion survey conducted in the summer of 1976 which randomly sampled [REDACTED] of the Agency's staff employee population.\* Some 74 percent of those surveyed responded. Being representative of employee opinion Agency-wide, the survey results have significance. The validity of this assertion is supported by the fact that employee responses are evenly distributed in proportion to staff employee strength levels by age, grade, sex, etc. Further, the survey reached employees wherever their location:

<u>Location</u>	<u>%Employee Respondents</u>	<u>%Agency ODS**</u>
Headquarters Building	[REDACTED]	[REDACTED]
Washington Metro Area	[REDACTED]	[REDACTED]

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\* See: Overview of the Results of the OP Management Opinion Survey  
dtd 21 Oct 76

\*\* On duty strength (staff employees) as of 31 Aug 76


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<u>Career Service</u>	<u>Number Respondents</u>	<u>% Agency ODS</u>
DDO		
DDA		
DDI		
DDS&T		
ODCI		
Total		

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(The value  represents the grand total of survey respondents who identified their career service.)

2. Survey data were computer processed using a statistical package program. An estimate was obtained on the level of significance of differences in employee responses by selected demographic groups. In this report, reference is made to the test of significance which established whether the observed difference in responses among the five career services was of such a magnitude that it could not be attributed to chance factors. No reference is made to survey questions where differences in employee responses according to career service affiliation had comparatively little statistical significance. Neither is an effort made here to offer an analysis or explanation as to why significant differences exist in employee responses to selected survey questions; rather, emphasis is placed on noting where the more significant differences do occur among career services and in identifying, where possible, employee groupings within a career service most likely influencing this finding.

3. Percentages, as such, are infrequently used in this report because it is difficult to determine when a percentage deviation from the norm is significant. All Agency staff employees responding to a question make up the total sample which serves as the reference (norm). The norm in this instance refers to the mean (average) percentage of respondents answering "yes" to a survey question posed, without regard for background characteristics such as career service, age, education etc.

4. The percentage of "yes" answers by employees of each of the five career services to each questionnaire item is converted into a standard score which reflects the relative deviation of the career service percentage figure from the Agency mean percentage figure based on a normal distribution. This standard score is converted to a centile to establish the point in distribution above which and below

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which any given percent of cases falls. The centile depicts each career service's relative position in the Agency with respect to the item in question. For example, a DDO Career Service centile score of 75 indicates that in only 25 times out of 100 would Agency employees at large respond more positively, i.e. with more 'yeses' to the question, than DDO Careerists. In this regard it should be noted that in certain instances a low centile score is the more preferred position. To illustrate, consider the question "Do higher level employees do too much lower level work?": a career service centile score of 10 would indicate that in marked contrast to the opinion of Agency employees at large, employees in that career service believe higher level employees do not do too much lower level work, i.e., significantly fewer employees in that career service answered 'yes' to the question.

5. It should be remembered that actual measured differences in mid-centile range, 40-60 for example, are not as great as the actual measured differences of the centile ranges 1 to 21 and 79 to 99, because frequencies are much greater in the center of a normal distribution than they are at the extremes. The following guide is provided for interpreting centile information.

Centile	1-15 (significantly below the average response)
"	15-30 (borderline)
	30-70 (typical or average response)
	70-85 (borderline)
	85-99 (significantly above the average response)

6. Before addressing individual personnel program areas per se, an evaluation of the overall success the Agency has had in implementing or managing personnel programs is worthwhile. This evaluation, of course, is from the employees' perspective and is not intended to imply findings based on hard data nor a complete personnel management evaluation effort. A comparison of career service attitudes to the question follows:

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CENTILE SCORE

DDO DDA DDI DDS&T ODCI

Do you feel the Agency  
has made improvements in  
personnel management  
methods and operations  
in the past 2 years?



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The DDA stands out in its assessment of Agency success in improving its personnel management methods and operations. Although employee response generally is favorable, in comparison to employees of other career services DDA careerists are even more inclined to answer the question favorably. (Many personnelists and other administrative employees had been aware of the efforts being made to improve Agency personnel management practices, and this may have influenced a more positive attitude on the part of DDA survey participants.)

CENTILE SCORE

A. MANPOWER UTILIZATION/WORK ORGANIZATION

DDO DDA DDI DDS&T ODCI

1. Are you given enough work to do?
2. Are you given too much work to be able to do a good job?



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It is apparent that employee opinion in the DDO indicates a need to look at Directorate manpower utilization. The DDO stands quite alone when compared to the other directorates. Survey data suggest DDO employee perceptions are the same "across-the-board," i.e. all grade and age groups share this appraisal to about the same extent. This observation should not be construed to mean that the prevailing attitude of employees in the DDO is that of not having enough work to do; in comparison to other Agency employees, however, DDO careerists are much more inclined to hold that opinion. Higher graded employees, at GS 12 and above levels, in the E Career Service tend to feel they have too much work to be able to do a good job.

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CENTILE SCORE

B. CAREER DEVELOPMENT/EMPLOYEE  
COUNSELING

DDO DDA DDI DDS&T ODCI

3. Do you think that, overall, your Career Service is fulfilling its responsibilities in the area of career management?
4. Are you encouraged to develop your skills and abilities?
5. Do you feel free to discuss your career interests or problems with a career counselor?
6. Do you feel that your Career Service provides satisfactorily for employee career development needs?
7. Do you feel your Career Service has been helpful in providing assistance on matters related to your career as an Organization employee?
8. Do you feel the Agency's career counseling services are satisfactory in meeting employee needs?
9. Do you feel the Agency's counseling service related to on the job problems (supervisor, safety materials, equipment, etc.) are satisfactory in meeting employee needs?

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**SECRET**CENTILE SCORE

DDO DDA DDI DDS&amp;T ODCI

10. Do you feel the Agency's counseling services related to problems of cover, security, conflict of interest, etc. are satisfactory in meeting employee needs?
11. Do you feel you would jeopardize your standing in your Career Service if you responded to a vacancy notice?
12. Do you believe the Agency vacancy notice system works satisfactorily?
13. Is there adequate opportunity for rotational assignments to other positions in your Career Service?

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As reported in the overview, the personnel management program area of employee career development and counseling is one of considerable concern to a large number of Agency employees, therefore high centile scores should not be interpreted to mean employees are in reality quite satisfied with their particular service's career management program. That fact aside, it may be noted in comparison that the DDO, with one exception, is unfavorably low in this area. The exception is that DDO employees feel more free to discuss their career interests or problems with a career counselor than do other Agency employees. Apparently the issue for many DDO employees relates more to the ability or willingness of DDO career counselors to provide help and assistance rather than employee reluctance to seek such counsel.

Although DDA employees stand clearly above other Agency employees in holding the opinion that their service has been helpful in providing assistance on matters related to their career, some interesting findings may be observed: DDA employees, in comparison to others, believe they are not particularly encouraged to make use of their skills and abilities and are, by and large, much more anxious about jeopardizing their standing in the career service by responding to vacancy notices.

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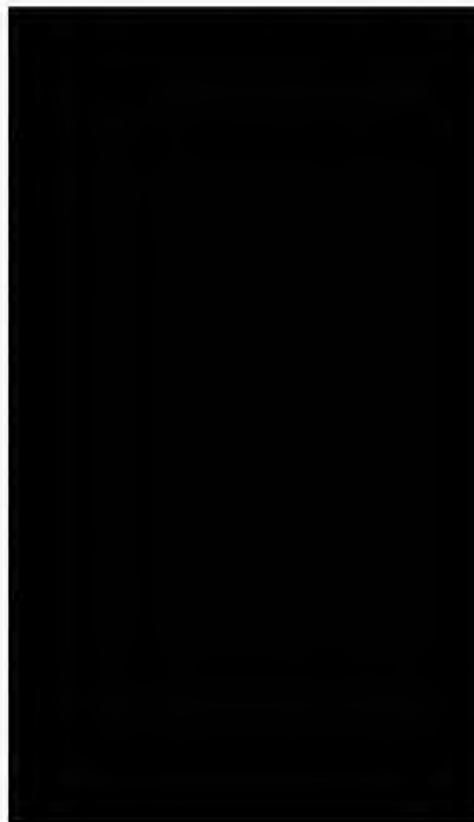
A word also should be said with respect the ODCI area. Centile scores for the ODCI Career Service may very well reflect the fact that for all practical purposes components of the ODCI are relatively small, independent offices whose functions provide little common ground. This being the case, problems related to employee career management in the ODCI Career Service differ considerably and may be more complicated than those in other career services. This makes it rather difficult to interpret ODCI survey results with respect to many questionnaire items. For example, nearly 11 percent of the E respondents indicated "not applicable" to question 5; and 9 percent claimed question 7 was "not applicable." It might be inferred that many employees in the ODCI area do not feel they really belong to a career service.

CENTILE SCORE

C. PRCMOTIONS/PERFORMANCE  
EVALUATION

DDO DDA DDI DDS&T ODCI

14. Do you understand your Career Service (Career Sub-Group) Promotion system?
15. Do you think that promotions are given fairly in your Career Service (Career SubGroup)?
16. Are you aware of the criteria upon which your supervisor determines your fitness report rating?
17. Has your LOI helped you to better understand your job?
18. Do you understand your Career Service comparative evaluation system?
19. Do you know the criteria used to determine rankings on the competitive evaluation list (CEL) on which you are ranked?



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An interesting and rather curious finding may be noted with respect to questions #14 and #15. In sharp contrast to the DDI and DDS&T services, careerists in the DDO and DDA claim to understand their respective promotion systems and yet to a significant degree are less inclined to feel that promotions are given fairly. The reverse occurs with the DDI and DDS&T, i.e. while claiming relative ignorance of their career service promotion systems, careerists in the DDI and DDS&T are more inclined to hold the opinion that promotions are given fairly. It appears that claimed understanding of a promotion system does not necessarily result in an endorsement of that system, and vice versa.

The DDO has been more successful in promulgating performance evaluation criteria among its employees and in its application of the Letter of Instruction (LOI). The LOI, of course, is a tool intended to help employees better understand what is expected of them in their jobs. The ODCI and DDS&T show up quite poorly in the use of the LOI. (Note: Some 16 percent of ODCI respondents claim the LOI does not apply to them; this provides further evidence that the interpretation of ODCI centile scores is fraught with problems.)

With respect to comparative evaluation systems, the DDA has succeeded more than other services in acquiring employee understanding and knowledge of its system.

#### D. EQUAL EMPLOYMENT OPPORTUNITY

Some 62 percent of the respondents to the employee survey express the opinion that the Agency is making progress in pursuing its EEO Program. Less than 50 percent, however, feel that racial minority groups and females receive the same treatment as other employees. About 20-25 percent of respondents are unsure on this question, and over 25 percent indicate that racial minorities and females are treated better or worse than other employees. The following depicts career service attitudes on the subject:

#### CENTILE SCORE

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DDO DDA DDI DDS&T ODCI

20. Are employees from racial minority groups generally treated better than other employees in your career service?

(Total "yes" Response: 24%)



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CENTILE SCORE

DDO DDA DDI DDS&T ODCI

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21. Are female employees generally treated worse than other employees in your career service?  
(Total "yes" Response: 22%)
22. Do you think the system for handling discrimination complaints is effective?  
(Total "yes" Response: 18%)
23. Do you believe better job opportunities on a fair competitive basis have been denied you because of your race?  
(Total "yes" Response: 4%)
24. Do you believe better job opportunities on a fair, competitive basis have been denied you because of your sex?  
(Total "yes" Response: 11%)
25. Do you feel the Agency is making progress in providing equal employment opportunities for all employees?  
(Total "yes" Response: 62%)

DDO and ODCI respondents are more inclined than respondents from the other services to hold the opinion that minority group members are treated worse than other employees in their respective career service. DDA respondents take a somewhat opposite view: they tend to feel that minority group members are treated better than other employees. This observation is made first to acknowledge the fact that at least 25 percent of the survey respondents feel that minority group employees are treated differently than other Agency

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employees, and second, to establish the direction of employee attitudes about this different treatment, i.e. are minorities treated more favorably (better) or more unfavorably (worse) than others?

Racial representation in the survey is at the 12-13 percent level for all career services except ODCI which has less than a dozen careerists belonging to a racial minority. Female representation is much larger, about the 30 percent level.

CENTILE SCORE

E. COMPENSATION/RECOGNITION

DDO DDA DDI DDS&T ODCI

26. Is your pay fair for the job you do?



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Although there is significantly less satisfaction with the fairness of pay in the DCI area as compared with other career services, two factors should be considered: 1) the ODCI sample of employees includes 21 percent supergrade level and 35 percent clerical level (GS 5-8) employees and, of these, 80 percent of the supergrade and 52 percent of the GS 5-8 respondents are not satisfied with their pay; 2) at the time the survey was conducted, 45 percent of the total supergrade respondees felt their pay was unfair, but the Federal pay raise for supergrade personnel had not yet been approved and was long overdue. Among the other four career services, DDO respondents are least inclined to feel their pay is fair.

It is possible that a correlation exists between responses on the fairness of pay and employee assignment practices. In varying degrees, the career services place employees in personal rank assignments (PRA's) wherein the grade of the individual exceeds the grade of the position encumbered. (N.B. PRA's are most common and numerous in the DDO.) On the other hand, many more employees occupy positions which offer headroom, i.e. the grade level of the position is higher than the incumbent's grade. Although the questionnaire was not designed to ascertain attitudes regarding position-incumbent grade matches or mis-matches per se, it is reasonable to expect that employees' views on fairness of pay would be affected by their experiences vis-a-vis career service employee assignment practices.

Differences are not especially significant among the attitudes of employees of the various career services toward: 1) the use of

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Quality Step Increases; 2) being given credit for doing a job well; and 3) the Agency's Honor and Merit Award programs.

F. WORKING CONDITIONS

From time to time, Agency components change physical locations and career service affiliation, and there is continuing employee movement via transfer, etc. Thus, it becomes difficult to draw necessarily meaningful conclusions about employee attitudes toward working conditions. The fact that each of the career services does have employees dispersed to various locations, however, permits some comparisons to be made with respect to employee feelings on this subject. The following chart shows the percentage of survey respondents, by career service affiliation at designated locations.

<u>Career Service</u>	<u>Hdqtrs.</u>	<u>Metro Area</u>
-----------------------	----------------	-------------------

DDO		
-----	--	--

DDA		
-----	--	--

DDI		
-----	--	--

DDS&T		
-------	--	--

ODCI		
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Several working conditions were itemized in the questionnaire, and those listed here reflect the greatest significance with respect to career service differences in employee perceptions. In reviewing the centile scores it should be noted that over one-half of those surveyed feel the working conditions at their particular job location are satisfactory.

27. Would you rate the following satisfactory at your job location?

CENTILE SCORE

	DDO	DDA	DDI	DDS&T	ODCI
--	-----	-----	-----	-------	------

Cleanliness					
-------------	--	--	--	--	--

Eating Facilities					
-------------------	--	--	--	--	--

Parking					
---------	--	--	--	--	--

Temperature					
-------------	--	--	--	--	--

Space					
-------	--	--	--	--	--

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Unfortunately, these centile scores have very limited meaning because they encompass the attitudes of employees who are scattered worldwide. Restricting career service comparison of employee attitudes to those persons employed locally may prove to be more illuminating. Three of the services are reasonably well represented in the Headquarters Building and in the Washington Metro Area, but the fact is that the DDO and ODCI populations in the latter instance are rather small. Because centile scores can be misleading when small populations are involved, caution should be used in drawing conclusions. In addition, many different buildings and locations are included in the category "Metro Area" and there are rather significant differences among them.

CENTILE SCORE

Cleanliness

Eating Facilities

Hdqtrs. Bldg.   Metro Area   Hdqtrs. Bldg.   Metro Area

DDO  
DDA  
DDI  
DDS&T  
ODCI



25X1A

Parking

Temperature

Hdqtrs. Bldg.   Metro Area   Hdqtrs. Bldg.   Metro Area

DDO  
DDA  
DDI  
DDS&T  
ODCI



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Space

Hdqtrs. Bldg.

Metro Area

DDO

DDA

DDI

DDS&T

ODCI



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With the exception of space and temperature, DDO respondents are less inclined to be satisfied with working conditions at the Headquarters Building. DDA respondents from Headquarters are generally more favorable in their assessment of working conditions, although the matter of vehicle parking represents an exception. Temperature and space prove to be major concerns of DDI respondents. The DDS&T employees show considerable variance in attitudes toward working conditions at Headquarters.

CENTILE SCORE

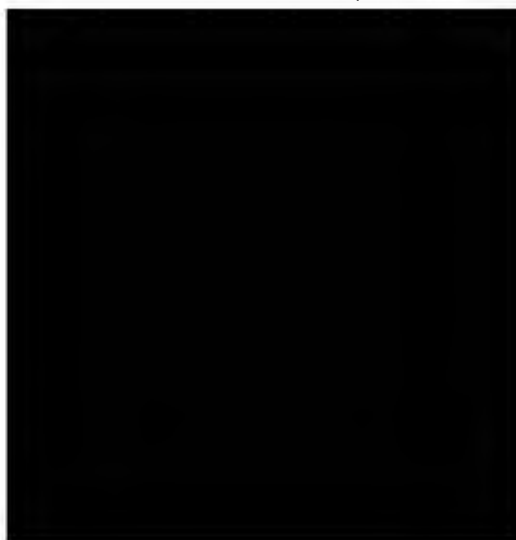
G. GRIEVANCE/ADVERSE ACTIONS

DDO DDA DDI DDS&T ODCI

28. Are you confident you know what a grievance is?

29. Have you not taken action on a grievance because you thought to do so might work against your best interests or because you thought nothing would be done about it anyway?

30. Do you understand the difference between being declared "surplus" and being identified for "selection out"?



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CENTILE SCORE

DDO DDA DDI DDS&T ODCI

31. Do you understand how people in your Career Service are identified for selection out?

32. Do you understand the procedures where you work for declaring certain employees to be..."excess to the manpower requirements of (their) Directorate or independent office"?



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Considerable variance exists among the career services as to employee understanding about grievances and involuntary separations such as the Agency's selection out and surplus programs. Although such matters are not necessarily uppermost in employees' minds, knowledge of Agency policy, particularly as learned through individual career service programs, serves the interests of management-employee relations.

H. MORALE

Employee morale is determined by many elements, e.g. job satisfaction, working conditions, advancement opportunities, etc. The question on morale was posed in the framework of the impact of Congressional investigations on the Agency, so it must be assumed this weighed heavily in determining employee response. About one-half of the survey respondents described the overall level of morale in their component as either high to very high or low to very low. Taking the 27 percent of the respondents who described component morale in the high range and the 22 percent who described morale in the low range, the following comparison by career service is offered.

CENTILE SCORE

DDO DDA DDI DDS&T ODCI

Employees who feel component morale is high-very high

Employees who feel component morale is low-very low



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The DDO Career Service stands below the other services on the question of employee morale, while the DDI and DDS&T survey respondents give the most favorable assessment of morale in their respective areas. Survey data suggests that DDO morale is higher abroad than locally, while the opposite tends to be true in the DDA. Morale may be a bit lower for those located in the Washington Metropolitan Area than for those in the Headquarters Building, particularly among employees in the DDI and the DDS&T, but there does not appear to be a significant difference.

#### CONCLUSIONS:

The DCI area is atypical among the career services and it is difficult to assess the situation prevailing in the ODCI in the same terms as the other services. The expectations of ODCI employees, while probably similar to those elsewhere, may be influenced by the smallness of their components and the disparity of their functions.

The DDO may have manpower utilization problems worthy of special attention. The fact that this service took the brunt of criticism from the media and the various investigatory bodies may have exacerbated the amount of employee "downtime", i.e. employees not having enough work to do. While feeling free to discuss matters with career counselors and professing to be comparatively knowledgeable of the DDO promotion system and fitness report process, DDO employees remain less than satisfied with their career management. Certainly, they hold this feeling more than other Agency employees.

The DDA Career Service in comparison to the others has been the most successful in reaching its employees in terms of helping them to understand many aspects of various DDA personnel management programs. It is true, of course, that employees in the DDA Career Service, particularly those of the Office of Personnel, more commonly deal in this subject area and thus may be more sensitized to it.

There is, however, the curious fact that DDA employees are among those who hold the least confidence in the fairness of the promotion process, and are most anxious about the possibility of jeopardizing their status in responding to vacancy notices.

The career counseling programs in the DDI and DDS&T Career Services are not functioning in a way which is impacting very favorably on employees in those services. Also, by comparison, the DDI and DDS&T services have not succeeded in educating their employees to their promotion or comparative evaluation systems. In view of that finding, it is somewhat puzzling that employees in these same components rate fairness of promotions so positively, - more so than employees in the other services. Personnel management areas involving

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grievances and adverse actions are not as well understood by DDI and DDS&T careerists as by those in the other services.

Finally, a few words about morale in the Agency and the impact of EEO initiatives. Since the subject of morale was specifically addressed in another survey (See: Memo for DCI dtd 14 Jan. 1977, subj: Agency Middle Level Manager Survey), it will be said only that on a career service basis DDO morale is the lowest. DDO careerists also seem comparatively less satisfied about EEO practices. In this regard, DDA careerists are evidencing a measure of what might be described by some as "backlash", i.e., they are somewhat more inclined to the view that racial minority groups generally are treated better than others.

To summarize briefly, the individual career services differ rather significantly in some instances in terms of employee perception about the effectiveness of career service personnel management efforts. Each service has its own set of employee concerns, although some are common to all, e.g. career management and counseling. Employees have been informed of the results of the survey, (HM [REDACTED] dtd. 27 Dec. 1976) and have been assured that management actions addressing these concerns are forthcoming.

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This survey, - the first of its kind, - provides a benchmark or base line for future evaluation and comparison of career service personnel management practices.

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21 OCT 1976

MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Agency Employee Survey

REFERENCE : Memo for DCI fr D/Pers dtd 22 Apr 76, same subj.

1. As indicated in the reference, the purpose of the recently conducted Agency Employee Survey was to discern the employees' perception of the effectiveness of actions taken by management in implementing personnel management policies and procedures approved over two years ago. We have no basis for comparison with Agency-wide employee attitudes of a previous time period, but we do have significant information on how current personnel programs are perceived by employees. In direct response to the question "Do you feel the Agency has made improvements in personnel management methods and operations in the past 2 years?", more (41%) said Yes than said No (21%). Although this does not constitute a majority, it can be said that a sizeable number of Agency employees do believe something has happened or is happening for the better in the area of personnel management. The fact remains, however, that in the eyes of employees the effort made by management has not been overly impressive. You might be interested in exactly how Agency employees reacted to these survey questions which covered some 11 personnel program areas. For ease of reference, we have attached a completed survey form noting the percentage responses of the employees sampled to each specific survey question.

2. Approximately [redacted] of the employee population was surveyed, i.e. [redacted] of each Career Service was provided a questionnaire. The Office of Personnel, Plans Staff and the Psychological Services Staff of the Office of Medical Services jointly tallied survey returns and analyzed the data. The returns as of the middle of September numbered [redacted] respondents. Replies continue to trickle in, especially from overseas. The particulars are contained in the attached report, the analysis of which is limited to the major findings of the survey as it relates to the Agency as a whole. It is quite possible that a

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further analysis of employee perceptions by different demographic groupings might offer leads to possible personnel management problems not necessarily alluded to in the report. There is much material to review. For example, nearly half of the respondents offered written comments varying in length from one phrase to several typewritten pages. The Plans Staff and Psychological Services Staff will cooperatively complete a more in-depth survey analysis, noting significant differences among Directorates, age groups, etc. This will be the subject of a future report.

3. As you know we are committed to reporting results of the survey to Agency employees. One of our first priorities will be to accomplish this task. The feedback, in timely fashion, of survey results yields positive results in most instances with respect to employee willingness to participate in future evaluation efforts. Each employee is eager to learn whether his/her feelings are representative of other Agency employees. In reporting survey results we have to be careful not to arouse employee expectation for management actions which may be neither contemplated nor possible. For this reason we propose to draft a tentative report, possibly in the form of an Employee Bulletin, for your consideration and consent. In this way we will have the opportunity to stress any courses of action that you might favor after further study and evaluation.

4. The attached report has addenda, the first of which contains a comparison of Agency survey results with questions developed and used by the Civil Service Commission's Bureau of Personnel Management Evaluation. We incorporated about 65% of the Commission survey in the Agency survey. This permits us to evaluate Agency employee response in comparison to other Federal employees. The second addendum provides a summary analysis of the large volume of written comments made by survey participants along with examples. It is worth noting that analysis by a summer intern employee, experienced in the use of employee surveys, but new and totally uninitiated in Agency methods and procedures provided a "disinterested" approach to the evaluation of this material. It is fair to say that her observations were made without prejudice.

5. You may recall that at your request several questions were added to the survey dealing with the impact of recent events, investigations, etc. on morale. For this reason the matter is given a special section in the report. In addition, you also approved a special survey of mid-level managers to ascertain their views on key indicators such as employee productivity, motivation and quality of effort. As we plan to conduct this survey within the next several

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weeks, in a short time we will have available a good perspective of the attitudes of both supervisors and employees about working in the Agency and the effect of various factors on their willingness and ability to do their jobs.

/s/ F.W.M. Jarney

F. W. M. Jarney

Att.  
As Stated

Distribution:

Orig 1 - DCI  
1 - DDCI  
1 - ER  
1 - DDA  
1 - D/Pers  
1 - OP/PS

OP/P&C/PS [REDACTED] CMC (14 Oct 1976)

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# OFFICIAL ROUTING SLIP

TO	NAME AND ADDRESS	DATE	INITIALS
1	Deputy Director for Administration	29 OCT 1976	J
2	ADDA (FYI) EG/ODA	29 OCT 1976	[Signature]
3	Reg		
4			
5			
6			

<input type="checkbox"/> ACTION	<input type="checkbox"/> DIRECT REPLY	<input type="checkbox"/> PREPARE REPLY
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> DISPATCH	<input type="checkbox"/> RECOMMENDATION
<input type="checkbox"/> COMMENT	<input type="checkbox"/> FILE	<input type="checkbox"/> RETURN
<input type="checkbox"/> CONCURRENCE	<input type="checkbox"/> INFORMATION	<input type="checkbox"/> SIGNATURE

## Remarks:

Copies of the attached have been sent to the DDI, DDO, DDS&T and Comptroller with the following remark: "The DD/A asks for no further dissemination pending the advice of the DDCI."

[Redacted Signature]

P. H. M. Jamney

FOLD HERE TO RETURN TO SENDER

FROM: NAME, ADDRESS AND PHONE NO.

DATE 28 OCT 1976

Director of Personnel

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21 OCT 1976

MEMORANDUM FOR: Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Agency Employee Survey

REFERENCE : Memo for DCI fr D/Pers dtd 22 Apr 76, same subj.

1. As indicated in the reference, the purpose of the recently conducted Agency Employee Survey was to discern the employees' perception of the effectiveness of actions taken by management in implementing personnel management policies and procedures approved over two years ago. We have no basis for comparison with Agency-wide employee attitudes of a previous time period, but we do have significant information on how current personnel programs are perceived by employees. In direct response to the question "Do you feel the Agency has made improvements in personnel management methods and operations in the past 2 years?" more (41%) said Yes than said No (21%). Although this does not constitute a majority, it can be said that a sizeable number of Agency employees do believe something has happened or is happening for the better in the area of personnel management. The fact remains, however, that in the eyes of employees the effort made by management has not been overly impressive. You might be interested in exactly how Agency employees reacted to these survey questions which covered some 11 personnel program areas. For ease of reference, we have attached a completed survey form noting the percentage responses of the employees sampled to each specific survey question.

2. Approximately [redacted] of the employee population was surveyed, i.e. [redacted] of each Career Service was provided a questionnaire. The Office of Personnel, Plans Staff and the Psychological Services Staff of the Office of Medical Services jointly tallied survey returns and analyzed the data. The returns as of the middle of September numbered [redacted] respondents. Replies continue to trickle in, especially from overseas. The particulars are contained in the attached report, the analysis of which is limited to the major findings of the survey as it relates to the Agency as a whole. It is quite possible that a

further analysis of employee perceptions by different demographic groupings might offer leads to possible personnel management problems not necessarily alluded to in the report. There is much material to review. For example, nearly half of the respondents offered written comments varying in length from one phrase to several typewritten pages. The Plans Staff and Psychological Services Staff will cooperatively complete a more in-depth survey analysis, noting significant differences among Directorates, age groups etc. This will be the subject of a future report.

3. As you know we are committed to reporting results of the survey to Agency employees. One of our first priorities will be to accomplish this task. The feedback in timely fashion, of survey results yields positive results in most instances with respect to employee willingness to participate in future evaluation efforts. Each employee is eager to learn whether his/her feelings are representative of other Agency employees. In reporting survey results we have to be careful not to arouse employee expectation for management actions which may be neither contemplated nor possible. For this reason we propose to draft a tentative report, possibly in the form of an Employee Bulletin, for your consideration and consent. In this way we will have the opportunity to stress any courses of action that you might favor after further study and evaluation.

4. The attached report has addenda, the first of which contains a comparison of Agency survey results with questions developed and used by the Civil Service Commission's Bureau of Personnel Management Evaluation. We incorporated about 65% of the Commission survey in the Agency survey. This permits us to evaluate Agency employee response in comparison to other Federal employees. The second addendum provides a summary analysis of the large volume of written comments made by survey participants along with examples. It is worth noting that analysis by a summer intern employee, experienced in the use of employee surveys, but new and totally uninitiated in Agency methods and procedures provided a disinterested approach to the evaluation of this material. It is fair to say that her observations were made without prejudice.

5. You may recall that at your request several questions were added to the survey dealing with the impact of recent events investigations, etc. on morale. For this reason the matter is given a special section in the report. In addition, you also approved a special survey of mid-level managers to ascertain their views on key indicators such as employee productivity, motivation and quality of effort. As we plan to conduct this survey within the next several

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weeks, in a short time we will have available a good perspective of the attitudes of both supervisors and employees about working in the Agency and the effect of various factors on their willingness and ability to do their jobs.

/s/ F.W.M. Janney

F. W. M. Janney

Att.

As Stated

Distribution:

Orig - DCI  
1 - DDCI  
1 - ER  
1 - DDA  
1 - D/Pers  
1 - OP/PS

OP/P&C/PS [REDACTED] mc (14 Oct 1976)

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BACKGROUND INFORMATION \*

Please circle the number of the response to each item which best describes your situation:

1. How long have you worked for the Agency?

- 9% 1. Less than 2 years
- 10% 2. 2 to 4 years
- 26% 3. 5 to 10 years
- 31% 4. 11 to 20 years
- 24% 5. More than 20 years

2. What is your pay category?

- 98% 1. GS (General Schedule)
- 1% 2. WG, WL, WS (Wage System)
- 1% 3. Other (Please specify \_\_\_\_\_)

3. What is your current pay grade? (GS, WG, WL, WS, or Other)

- 2% 1. 1 to 4
- 26% 2. 5 to 8
- 25% 3. 9 to 11
- 26% 4. 12 to 13
- 17% 5. 14 to 15
- 4% 6. 16 and Above

4. What is your highest level of education?

- 0% 1. Less than high school graduate
- 28% 2. High school graduate
- 18% 3. Attended technical vocational or business school
- 32% 4. Bachelors degree
- 21% 5. Advanced degree

5. What Directorate Career Service are you in?

- 30% 1. DDA
- 17% 2. DDI
- 31% 3. DDO
- 19% 4. DDS&T
- 3% 5. ODCI

6. What is your sex?

- 68% 1. Male
- 32% 2. Female

\*Percentage of the employee sample.

7. What is your age?

- 11% 1. 25 or Below
- 30% 2. 26 - 34
- 30% 3. 35 - 44
- 30% 4. 45 and Over

8. What is your current geographic location?

- 47% 1. Headquarters Building
  - 31% 2. Washington Metropolitan Area
- 

9. How long have you worked for your present supervisor?

- 26% 1. Less than 6 months
- 28% 2. 6 months to 1 year
- 25% 3. 1 to 2 years
- 11% 4. 2 to 3 years
- 11% 5. More than 3 years

10. How long has it been since you were promoted to a higher grade in the Agency?

- 5% 1. Never
- 24% 2. Less than 1 year
- 22% 3. 1 to 2 years
- 16% 4. 2 to 3 years
- 34% 5. More than 3 years

11. Are you a supervisor?

- 34% 1. Yes
- 65% 2. No

12. Have you ever served in more than one Directorate?  
(Actually held a different position in another Directorate.)

- 33% 1. Yes
- 67% 2. No

13. Have you served in more than one component within your Directorate? (Actually held a different position in another component.)

- 47% 1. Yes
- 53% 2. No

	YES	?	NO	NOT APPLICABLE
1. Are you making good use of your skills and abilities on your job?	77%	7%	16%	0%
2. Do higher level employees do too much lower level work?	30%	12%	56%	2%
3. Are you doing the kind of work that you like to do?	74%	9%	17%	0%
4. Are you given enough work to do?	87%	2%	11%	0%
5. Are you given too much work to be able to do a good job?	14%	6%	80%	0%
6. Do you feel that in your component the job is being accomplished efficiently?	68%	11%	21%	0%
7. Are you allowed to try new work methods on the job?	81%	6%	10%	3%
8. Do you have enough say in how to do your work?	79%	5%	15%	1%
9. Are you required to get approval for decisions you should be able to make yourself?	27%	6%	66%	1%
10. Are people up the line interested in ideas about better ways to get the work done?	69%	16%	14%	1%
11. Do you think that, overall, your Career Service is fulfilling its responsibilities in the area of career management?	32%	26%	41%	1%
12. Does your supervisor talk to you about your career development prospects?	40%	4%	53%	3%

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	YES	?	NO	NOT APPLICABLE
13. Are you encouraged to develop your skills and abilities?	67%	7%	25%	1%
14. Are you aware that your Career Service has Developmental Profiles which show the training and experience that are desirable for employees in certain occupational categories?	49%	4%	46%	1%
15. Have you read the profile applicable to your job?	38%	3%	57%	2%
16. Do you feel free to discuss your career interests or problems with a career counselor?	64%	11%	22%	3%
17. Do you feel that your Career Service provides satisfactorily for employee career development needs?	29%	28%	42%	1%
18. Do you feel your Career Service has been helpful in providing assistance on matters related to your career as an Agency employee?	28%	18%	51%	3%
19. Do you feel the Agency counseling services in the following areas are satisfactory in meeting employee needs?				
	YES	?	NO	NOT APPLICABLE
a. Personal Problems, (marital, financial, health, etc.)	40%	40%	11%	9%
b. Benefits/Services (insurance, retirement, VIP, etc.)	70%	19%	8%	3%

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	YES	?	NO	NOT APPLICABLE	
c. Career Development (career planning, training, assign- ments, etc.)	28%	26%	45%	1%	
d. On the Job Problems (supervisor, safety, materials, equipment, etc.)	54%	26%	16%	4%	
e. Problems Related to Agency Employment (cover, security, conflict of in- terests, etc.)	54%	20%	22%	4%	
20. Is there any counseling service listed in the preceding question that you do not know how to use, e.g., do not know where to go or whom to see?	33%	4%	62%	1%	
21. If yes to 20 please identify by circling the following letter(s) appropriate to the above categories.	19%	9%	19%	15%	15%
	a	b	c	d	e
22. Do you feel you would jeopardize your stand- ing in your Career Service if you respond- ed to a vacancy notice?	25%	18%	55%	2%	
23. Do you believe the Agency vacancy notice system works satisfactorily?	20%	31%	48%	1%	
24. Are you able to get the training you need to do your job well?	72%	11%	13%	4%	
25. Have you received Agency- sponsored training since your employment here?	88%	0%	12%	0%	

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	YES	?	NO	NOT APPLICABLE
26. If yes, has this training made you more effective on your job or better prepared for promotion?	70%	9%	12%	9%
27. Have you adequately utilized any additional training you may have acquired since your employment with the Agency?	66%	8%	16%	10%
28. Are your training needs given adequate attention by your supervisor?	55%	16%	24%	5%
29. Do you have adequate opportunity to gain experience and training for higher level work?	51%	13%	33%	3%
30. Are you satisfied with your opportunities for promotion?	39%	9%	51%	1%
31. Do you understand your Career Service (Career Sub-Group) promotion system?	62%	10%	28%	0%
32. Do you think that promotions are given fairly in your Career Service (Career Sub-Group)?	34%	30%	35%	1%
33. Are you kept pretty well informed of how you are doing on the job?	67%	7%	26%	0%
34. Do you understand the difference between the job description and Letter of Instruction?	78%	5%	17%	0%
35. Do you feel your fitness reports have been an accurate reflection of your job performance?	72%	7%	19%	2%

	YES	?	NO	NOT APPLICABLE
36. Are you aware of the criteria upon which your supervisor determines your fitness report rating?	75%	7%	17%	1%
37. Has your LOI helped you to better understand your job?	40%	11%	43%	6%
38. Do you understand your Career Service's comparative evaluation system?	51%	10%	38%	1%
39. Do you know the criteria used to determine rankings on the competitive evaluation list (CEL) on which you are ranked?	41%	8%	49%	2%
40. Do you belong to a racial minority group? (i.e. Black, Hispanic, Asian-American)	6%	0%	93%	1%
41. Do you feel you would get into trouble if you filed a discrimination complaint?	21%	19%	41%	19%
42. Do you know how to file a discrimination complaint or feel you could find out how to relatively easily?	66%	4%	19%	11%
43. Do you know how to contact an EEO counselor?	69%	3%	21%	7%
44. Do younger employees receive better treatment than older employees in your Career Service?	19%	32%	48%	1%

45. How are employees from racial minority groups generally treated in your Career Service? (Circle One)

- 24% 1. Better than other employees  
48% 2. About the same as other employees  
3% 3. Worse than other employees  
25% 4. Unsure

46. How are female employees generally treated in your Career Service? (Circle One)

- 11% 1. Better than male employees  
47% 2. About the same as male employees  
22% 3. Worse than male employees  
20% 4. Unsure

	YES	?	NO	NOT APPLICABLE
47. Do you think the system for handling discrimination complaints is effective?	18%	68%	8%	6%
48. Do you believe better job opportunities on a fair, competitive basis have been denied you because of your race?	4%	4%	72%	20%
49. Do you believe better job opportunities on a fair, competitive basis have been denied you because of your sex?	11%	6%	74%	9%
50. Do you feel the Agency is making progress in providing equal employment opportunities for all employees?	62%	27%	10%	1%
51. Have you looked through the Personnel Handbook for your Directorate?	60%	3%	37%	0%

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	YES	?	NO	NOT APPLICABLE
52. If so, is the Directorate Personnel Handbook a useful reference on questions about personnel matters?	48%	23%	7%	22%
53. Do you feel the Agency has made improvements in personnel management methods and operations in the past 2 years?	41%	35%	21%	3%
54. Is your pay fair for the job you do?	65%	8%	27%	0%
55. Are you given credit when you do a job well?	72%	9%	19%	0%
56. Is the publicity afforded Honor and Merit Award recipients appropriate/satisfactory in most instances?	42%	42%	14%	2%
57. Do you believe the Agency's Honor and Merit Award programs are effective?	29%	52%	17%	2%
58. Does management make appropriate use of Quality Step Increases as a means of recognition?	29%	25%	45%	1%
59. Are you usually able to take annual leave when you need to?	91%	2%	7%	0%
60. Do you feel that the time taken to process your Association Plan insurance claims is reasonable?	51%	16%	12%	21%
61. Do you understand what actions to take to protect your potential benefits should you incur an injury while on the job?	48%	9%	42%	1%

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	YES	?	NO	NOT APPLICABLE
62. Do the kinds of insurance programs now available to you as an Agency employee provide you with adequate coverage?	83%	8%	7%	2%
63. Does the fact that administrative costs of the "VIP" Program must now be paid by subscribers affect your interest in either retaining your membership or becoming a member of this Program?	11%	25%	38%	26%
64. Do you feel the Office of Personnel has done a good job in administering employee benefits?	52%	39%	8%	1%
65. Do you feel that you have been kept adequately informed about the range of employee benefit programs available to you?	58%	15%	27%	0%
66. Do you feel that you are kept sufficiently up-to-date on changes affecting your benefits under these programs?	58%	17%	24%	1%
67. Would you rate the following satisfactory at your job location?				
Safety	89%	4%	6%	1%
Work materials and equipment	87%	3%	9%	1%
Lighting	82%	4%	13%	1%
Cleanliness	68%	6%	25%	1%
Eating facilities	55%	5%	34%	6%
Transportation	65%	6%	22%	7%

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	YES	?	NO	NOT APPLICABLE
Parking facilities	70%	3%	23%	4%
Temperature	60%	6%	33%	1%
Space	68%	4%	27%	1%
68. Do you know the procedures in your Career Service for handling grievances (not EEO issues)?	44%	9%	46%	1%
69. Are you satisfied with present Agency grievance procedures?	32%	52%	11%	5%
70. Are you confident you know what a grievance is?	62%	13%	25%	0%
71. Have you not taken action on a grievance because you thought to do so might work against your best interests or because you thought nothing would be done about it anyway?	25%	5%	55%	15%
72. Do you understand the difference between being declared "surplus" and being identified for "selection out"?	48%	7%	45%	0%
73. Do you understand how people in your Career Service are identified for selection out?	32%	6%	61%	1%
74. Do you understand the procedures where you work for declaring certain employees to be..."excess to the manpower requirements of (their) Directorate or independent office"?	26%	9%	64%	1%

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	YES	?	NO	NOT APPLICABLE
75. Do you feel you have adequate opportunities for advancement in your Career Service?	43%	15%	41%	1%
76. Is there adequate opportunity to transfer among the various Directorates in the Agency?	20%	27%	52%	1%
77. Is there adequate opportunity for rotational assignments to other positions in your Career Service?	38%	22%	38%	2%
78. Do you feel your career is headed in a relatively clear direction in the Agency?	48%	18%	33%	1%
79. Do you personally feel that greater attention given to your career planning by your Career Service would be beneficial?	64%	15%	19%	2%

\*\*\*\*\*

In addition to examining issues related to personnel management programs, it is also timely to request an indication from a cross-section of Agency employees of their perception of morale relative to the impact of external investigations and disclosures in recent months. Your candid response to the following items will be beneficial in providing some perspective on this topic.

	YES	?	NO	NOT APPLICABLE
80. Do you feel that Agency morale has been negatively affected by external disclosures, e.g. Congressional Investigations?	59%	9%	32%	0%

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TAB

SURVEY REPORT

OVERVIEW OF THE RESULTS OF THE OFFICE OF PERSONNEL  
MANAGEMENT PROGRAMS OPINION SURVEY  
SUMMER 1976

1. In reviewing the results of the OP Survey conducted in the Summer of 1976 several points relative to the generality of the findings should be mentioned. It was determined that a [redacted] random sample of the Agency, reaching across all four Directorates and inclusive of the Office of the Director of Central Intelligence would provide sufficient information to clarify how the Agency at large viewed the issues being examined. In early July, therefore, [redacted] questionnaires were distributed to personnel in the Washington area, [redacted] and Overseas. With essentially all responses collected, [redacted] completed usable questionnaires have been returned, representing approximately 74% response rate. Survey research indicates that this is a very respectable rate of response for this type of mailed questionnaire.

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2. In addition to the overall response rate, important statistics which determine the representativeness of the data for the various Directorates follow:

	I	II	III	IV	V
	<u>NUMBER</u>	<u>% OF TOTAL</u>	<u>NUMBER</u>	<u>% OF RETURNS</u>	<u>% OF RETURNS</u>
	<u>DISTRIBUTED</u>	<u>DISTRIBUTED</u>	<u>RETURNED</u>	<u>TO NUMBER</u>	<u>TO TOTAL</u>
				<u>DISTRIBUTED</u>	<u>RETURNS</u>

DDA

DDI

DDO

DDS&T

ODCI

TOTAL

\*This value [redacted] does not agree with the overall total number of returns [redacted] because some respondents elected not to indicate their Directorate affiliation in the Background Information Section.

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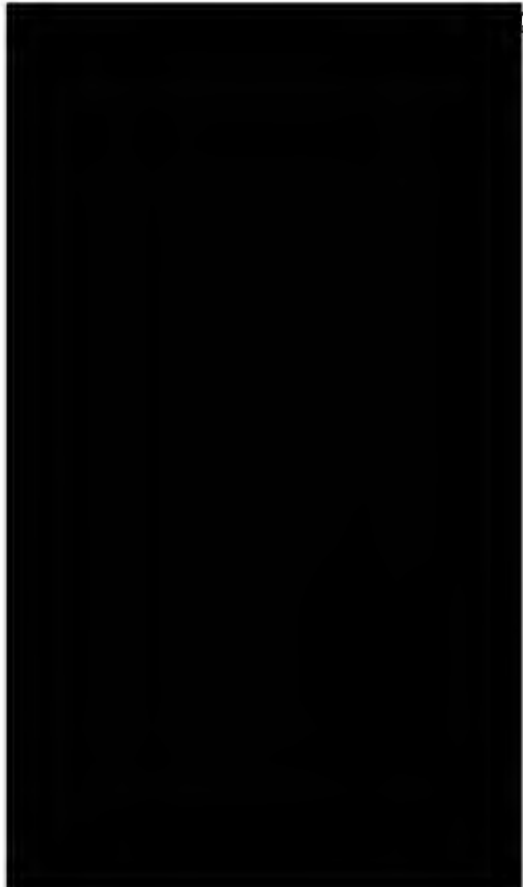
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While this table points out some deviations in the distribution of responses relative to the number mailed to each Directorate, these differences are minimal. Confidence can, therefore, be placed in the analysis being reflective of Agency-wide opinions.

3. In addition to Directorate affiliation other background information was also requested from the respondent. It may be observed from the following chart how relatively even the response distribution was within each of the demographic categories shown.

<u>Category</u>	<u>Number/Respondents*</u>	<u>%Agency ODS**</u>
A. Length of Agency Service		25X1A
Less than 2 years		
2 to 4 years		
5 to 10 years		
11 to 20 years		
More than 20 years		
B. Pay Category		
GS (General Schedule)		
WG, WL, WS (Wage System)		
Other		
C. Pay Grade (Level)		
1 to 4		
5 to 8		
9 to 11		
12 to 13		
14 to 15		
16 and above		
D. Career Service		
DDA		
DDI		
DDO		
DDS&T		
ODCI		

\*As of mid-September 1976

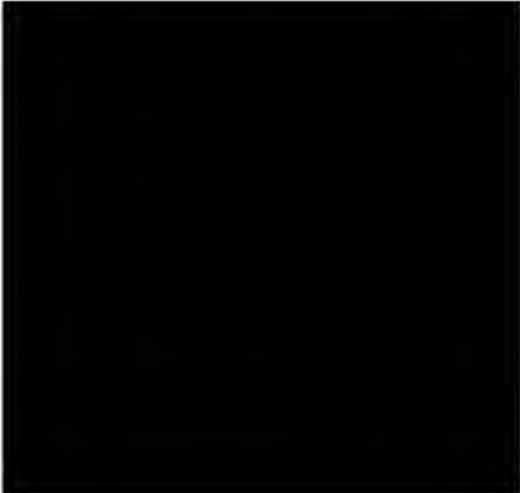
\*\*On duty strength as of 31 August 1976

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<u>Category</u>	<u>Number/Respondents</u>	<u>%Agency ODS</u>
E. Sex		25X1A
Male		
Female		
F. Age		
25 and below		
26-34		
35-44		
45 and above		
G. Geographic Location		
Headquarters		
Washington Metropolitan Area		

/This percentage continues to rise as returns are still being received from field stations.

4. In order to understand the perspective of this report one should be aware of the general guidelines used to evaluate the responses. Research and practical utility suggest that a negative response of 20% or less should not be considered very significant, 20%-30% negative response is significant but not overly serious, 30%-40% negative response is fairly serious and 40% and higher negative response is quite serious. This should be considered a general guide to be used flexibly.

5. This review is designed to provide a first look at those issues which are reflective of Agency-wide concerns. Responses will be examined by major topic areas:

(a) Manpower Utilization/Work Organization (Questions 1-10)

(1) For the most part Agency employees find that their work is interesting and challenging. The vast majority feel they are doing the kind of work they like to do. In turn, that work is making good use of their skills and abilities. The work load for the most part is about right, neither too much nor too little.\* They perceive a sense of flexibility in how they approach their work by feeling free to try new methods and having sufficient say in how they do their work.

\*See Addendum 1, 6b for further comment.

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(2) There is a feeling that people up the line are interested in ideas about better ways to get the work done. However, particularly among employees up through the GS-13 level, there is some feeling that they are required to get approval for decisions they should be able to make themselves (27% of all respondents). This feeling is coupled with a reaction particularly at GS-12 and above that higher level employees do too much lower level work (30% of all respondents).

(3) Finally, to some extent there exists a feeling that the job could be accomplished more efficiently (21% do not feel the job is being accomplished efficiently) in their component.

(b) Career Development/Career Counseling (Questions 11-23)

(1) The issues of career development and career counseling were examined from a general perspective and then from a more specific viewpoint. An overall statement in this area would be accurate in describing views as quite negative. Substantial numbers of employees do not feel that their Career Service has been helpful in providing assistance nor fulfilled its responsibilities in the area of career management and do not feel that it does provide satisfactorily for employee career development needs. A sizeable majority, 67%, feel they are encouraged to develop their skills and abilities. This is less true for women and those at the lower GS levels. Over 50% of the respondents say, however, that their supervisor does not talk to them about career development prospects. While Agency employees feel generally free to talk to a career counselor about career interests or problems, some (22%) do not.

(2) The existence of Developmental Profiles for employees in various occupational groups is not widely known and these have been read by even fewer employees (46% are unaware of their existence and 57% have not read them).

(3) Counseling services involving personal problems, benefits and services and on the job problems were perceived as being satisfactory in meeting employee needs. Counseling related to Agency employment e.g., cover, security, conflict of interest was less than satisfactory to some Agency employee's e.g., 30% of the DDO respondents expressed dissatisfaction in this area. One third of the respondents, especially new employees at the lower grade levels, expressed a lack of knowledge of how to utilize at least one of the counseling services.

(4) The issue of Vacancy Notices received both positive and negative evaluations. Overall, 48% of the respondents felt the Vacancy Notice system works satisfactorily (31% were unsure), but some 25% felt they would jeopardize their standing in the Career

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Service if they responded to a vacancy notice. Those overseas and those in the 26-34 age range were even more anxious about the consequences of responding to vacancy notices (about 35%).

(5) Obviously these results do not paint a very favorable picture of career development and career counseling in the Agency. These results are supportive of similar findings from previously conducted surveys of components which also pinpointed this area as a prime concern of Agency personnel.

(c) Training (Questions 24-29)

(1) In contrast to the issue of career counseling and career development, training was one of the most positively evaluated of the survey topics. Some 88% of the sample have received Agency-sponsored training since their employment here. The vast majority have also been able to get the training needed to do their job, and this training has in turn been adequately utilized to assist them in better performing their jobs or in preparation for promotion.

(2) In only two areas was there negative feeling regarding training. Of the respondents, 24% did not feel training needs were given adequate attention by their supervisors, and one third of the respondents did not feel they had adequate opportunity to gain experience and training for higher level positions. A larger percentage of those at the lower levels as well as women expressed dissatisfaction in these areas.

(d) Promotions/Performance Evaluation (Questions 30-39)

(1) The responses to questions dealing with promotions and performance evaluation systems indicate a general lack of understanding of how these systems function. The respondents expressed a lack of satisfaction and a perception that the promotion system isn't fair, but no more so than that of other Federal employees.\* Approximately 28% of the respondents state that they do not understand the comparative evaluation system and 49% do not know the criteria used to determine rankings on the competitive evaluation list. About half of the respondents expressed dissatisfaction with promotion opportunities.

(2) Respondents were rather favorable regarding being kept informed of how they are doing on the job. Evaluations of the accuracy of their fitness reports were generally favorable (72% perceive accuracy vs. 19% who do not feel these have been accurate) and comparable percentages are aware of the criteria used by their supervisors to determine fitness report ratings.

\*See Addendum 1 para 5C(4).

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(3) Finally, while the large majority of employees claim to understand the difference between the job description and the Letter of Instruction (LOI), some feel the LOI has not helped them better understand their job, i.e., while 40% feel it has helped 43% say not.

(4) In this personnel management area a lack of understanding of the systems regulating promotions and evaluations, which is coupled with a generally negative view of the fairness and opportunities offered by these systems, paints a rather unfavorable picture.

(e) Equal Employment Opportunity (Questions 40-50)

(1) Six percent of the respondents indicate they were members of a racial minority group. While this review will touch on the reactions of respondents to the items in this topic area, in-depth analysis by minority and sex groupings which will appear in later analyses will be far more meaningful. The following comments should be interpreted in light of this cautionary note.

(2) The majority of respondents (62%) feel the Agency is making progress in the area of Equal Employment Opportunity (only 10% do not feel this way). Four percent of the respondents feel they have been denied better job opportunities because of their race and 11% feel there is discrimination because of their sex. Interestingly, 24% of the respondents feel that racial minority employees are treated better than other employees in their Career Service (3% feel they are treated worse). About 11% of the respondents feel that women are treated better than males and 22% feel women are treated worse. It is noted that 40% of the women respondents feel that women are treated worse than men whereas only 2% believe women are treated better.

(3) One item touched on differential treatment of age groups and indicated that there was not a substantial feeling that younger employees receive better treatment than older employees (19%). However, of those employees 45 years and older with more than 20 years service, the percentage rose to 36%, a rather significant but not an unexpected finding.

(4) Regarding how one might involve himself in a discrimination complaint procedure, respondents generally feel they know how to file a discrimination complaint or could find out how to relatively easily. About the same percentage (69%) feel they know how to contact an EEO counselor (4% do not). At the same time the majority of respondents are unsure if the system for filing complaints is effective, obviously reflecting no involvement with the procedure. A significant aspect of the complaint procedure is

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whether or not the user feels he would get into trouble if he filed a complaint. There is some sensitivity to this, with 21% of the sample saying they feel they would.

(5) It is important to note that on many of these questions substantial proportions of the respondents indicated they were unsure either of how the system worked or how different groups mentioned are treated. As previously mentioned further in-depth analysis should add appreciably to the understanding of these responses.

(f) General (Questions 51-53)

(1) Three items did not fit well into any particular category so they were subsumed under the heading of General. They reflect overall perception of improvement in personnel management methods and operations in the past 2 years, as well as reaction to one of the recent innovations, the Directorate Personnel Handbook. A generally favorable perception is given the question of improvements with 41% feeling there have been improvements and only 21% indicating there have not been. Some 35% responded in the "?" category indicating lack of knowledge of improvements or an unwillingness to commit themselves either way. A major objective of this survey is to establish a base line against which to evaluate future studies, this question should continue to be one which should provide a good overall yardstick.

(2) Somewhat over one third of the respondents (37%) have not read their Directorate handbook (there was considerable variation among Directorates) but of the 60% who have, 48% found it to be a useful reference on questions about personnel matters. Younger employees (25 and below) and those below the GS-11 level were not as impressed with its usefulness.

(g) Compensation/Recognition (Questions 54-58)

Although some concern exists on the part of Agency employees (27%) that their pay is not fair for the job they do, in comparison with other Federal employees, CIA employee attitudes are favorable.\* For the most part Agency employees feel they are given credit for a job well done. The formal means of recognition through the Honor and Merit Awards programs were either perceived as satisfactory or employees felt unsure about the matter, i.e., high "?" responses. Management, however, was not seen as making appropriate use of Quality Step Increases as a means of recognition. A sizeable number of respondents (45%) did not feel appropriate use was being made of this system.

\*See Addendum 1 para 5C(1)

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(h) Services/Benefits/Working Conditions (Questions 59-67)

(1) Services and Benefits provided for Agency employees were favorably perceived. Employees feel that the kinds of insurance available to them through the Agency are adequate to meet their needs. For those to whom the question was applicable the time taken to process claims under the Association Plan was not viewed as being unreasonable. Agency employees have few problems for the most part in obtaining annual leave when they need to. Those overseas tend to have more of a problem in this regard.

(2) Administrative cost burdens do not appear to be a significant factor in the participation of employees in the "VIP" Program.

(3) The majority of employee sampled feel for the most part that the Office of Personnel has done a good job in administering employee benefits; some 39%, however, do not feel they can evaluate this. Some 27% of the respondents feel that they haven't been kept adequately informed about the range of employee benefit programs available, and a similar number feel they aren't kept sufficiently informed on changes affecting their benefits under these programs. A possible reflection of this feeling of being under-informed may be the fact that 42% of the respondents don't understand what actions to take to protect their potential benefits should they incur an injury while on the job.

(4) Reactions to the physical working conditions showed that safety and work equipment in particular are perceived as satisfactory. Approximately one fourth of the respondents viewed cleanliness, transportation, parking and space as unsatisfactory. At the same time temperature and eating facilities were perceived as unsatisfactory by about one third of all respondents. Reactions to working conditions are tied to specific locations. For that reason few generalized comments are appropriate or meaningful. More extensive analyses may divulge significant issues in this area and if so will be reported later.

(i) Grievances/Adverse Action (Questions 68-74)

(1) Employee responses indicate there is a consistent lack of: understanding of procedures for handling grievances, satisfaction with Agency grievance procedures, and even understanding what constitutes a grievance. Additionally, about one fourth of the respondents indicate they have not taken (or possibly would not take) action on a grievance because they were either fearful of the possible consequences or felt nothing would be done about it anyway. A substantial number of respondents (45%) are unsure of the distinction

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between being declared surplus and being identified for selection-out. Even larger percentages (61%) do not understand how Agency employees are identified for selection-out or declared in . . . . "excess to the manpower requirements of (their) Directorate or Office".

(2) Responses in this area are difficult to evaluate on a favorability-unfavorability index. If it is assumed that large numbers of Agency personnel should be knowledgeable of these issues, then these responses would be considered unfavorable. It seems that many employees do not feel aware of or familiar with the regulations and other particulars which deal with these subjects. Generally speaking, employee ignorance in these areas tends to exacerbate their feelings of frustration and anxiety when a grievance is entertained or if it is felt that policy may lead to significant numbers of involuntary separations.

(j) Advancement Opportunities (Questions 75-79)

Concern was expressed by respondents regarding advancement prospects. Forty-one percent do not feel their Career Service provides adequate advancement opportunities. Even higher percentage (52%) do not feel that there are adequate opportunities to transfer among the various Directorates. Interestingly, one third of the respondents claimed to have served in more than one Directorate. Some 38% of the respondents have a negative perspective on the adequacy of opportunity for rotational assignments within their Career Service. (Nearly one half acknowledged having served in more than one component within their Directorate.) One third of the respondents do not feel their career is headed in a clear direction in the Agency and the large majority (64%) feel greater attention to career planning by their Career Service would be beneficial. These responses are related to previously cited statistics regarding the area of career counseling and career development.

(k) Morale/Impact of Congressional Investigations (Questions 80-86)

(1) Regarding Agency morale in general, and more specifically the impact of recent congressional investigations, the questions posed to the respondents indicate that there is wide spread feeling (59% of the sample) that morale has been negatively affected by external disclosures. At the same time serious negative impact on the individual's feelings regarding employment here was noted by only 10% of the sample--a rather positive, supportive response. In terms of specific influence on the respondent's ability to do their jobs, 11% answered that there has been a significant negative influence; the impact on those employees stationed overseas was somewhat greater (16%). While these figures are relatively small, it seems likely that even for this number of respondents this amount of inhibiting influence can have a major impact on organization effectiveness.

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(2) To provide some time perspective on the influence of the congressional investigations, employees were asked if they felt the Agency's ability to fulfill its function in the near future (1-2 years) would be hampered as a result of the investigations, and, secondly, if in the long run (2 years and more) the investigations might have a beneficial effect. Some 44% of the respondents perceive a short term negative influence, and 32% feel there will be no long term benefit. Conversely 38% do not see a short term negative impact and 41% feel benefits will be realized in the long term perspective.

(3) Finally, and perhaps appropriately for the last question of the survey, the respondent was asked what he/she felt was the overall level of morale at this time in his component. Overall, 27% felt morale was 'High' or 'Very High', 22% felt morale was 'Low' or 'Very Low'. Forty-nine percent said moderate. While this indicates some degree of unfavorable response it also says that morale is not at a critically negative state.

(4) Morale is composed of many elements, job satisfaction, advancement opportunities, supervision, and Agency image being a few of many factors which combine to influence these statistics. For that reason it is perhaps the best overall estimate of the "health" of the people side of the organization. It should not be interpreted as a reflection only of the reactions to the Congressional Investigations, although the investigations have no doubt had an impact.

### Conclusions

In effect these observations from the overall results of the survey have been presented in a rather succinct summary statement and for that reason additional conclusions and analysis are unnecessary here. However, a few general observations are perhaps in order. Clearly the issues of career development, career planning, career counseling, promotions, performance evaluations, and advancement opportunities stand out as being of primary concern to this cross section of Agency employees. And while Congressional Investigations and revelations have had a significant negative impact on employee morale, the long term prospect for rebounding from this influence appears sound.

Finally, while morale may be considered to be at a somewhat unfavorable level Agency-wide, it is not at a critically negative level. Importantly, a major positive reason behind this is that employees perceive the work they do to be involving, interesting and challenging. Other research points out that this is the critical element in the health of the organization. If this aspect of the survey had pointed out problems the future outlook for the Agency would have been much less favorable.

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Addendum 1

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COMPARISON OF AGENCY SURVEY RESULTS (SUMMER 1976)  
WITH CIVIL SERVICE COMMISSION SURVEY  
QUESTIONS IN SELECTED AREAS

1. For some years the Civil Service Commission's Bureau of Personnel Management Evaluation (BPME) has used the questionnaire survey technique as an aid in identifying organizational problems in the government. Realizing that the Agency has not been part of this governmental evaluation effort, we thought it would be helpful as well as illuminating to Agency management to learn how CIA employee attitudes compare with employee attitudes in the federal establishment at large.

2. We are able to incorporate over one-half of the 51 questions contained in the BPME survey questionnaire in the Agency's questionnaire. We are thus able to compare employee attitudes to some extent in all of the six personnel management areas tapped by the Civil Service Commission questionnaire, i.e., (1) job information, performance evaluation, and training; (2) work organization and manpower; (3) rewards and promotions; (4) services, benefits and working conditions; (5) human relations; and (6) output and organizational effectiveness.

3. In March 1976, the Commission updated its material to include employee questionnaire responses obtained in FY 74 and FY 75. The employee sample used by the BPME as a normative base totals nearly seventeen thousand cases. This data base is used to show how questionnaire responses of employees participating in current government surveys compare to responses of similar employees in previous surveys.

4. Although percentage figures were used initially by the Commission for data analysis, this practice was discontinued because it was difficult to decide when a percentage deviation from the norm was significant. A decision was made to express differences in terms of percentiles, a process whereby group data are employed. For each questionnaire item, the percentage of affirmative answers is changed into what is called a standard score, which indicates the relative deviation of this raw percentage figure from the mean (average) percentage figure based on a normal distribution. When converted into a percentile, also based on a normal distribution, we are able to establish how much more favorably or unfavorably CIA employee attitude responses are when compared with the attitude of employees of the other Federal agencies previously surveyed. This approach is similar to that used in comparing test data of high school students who take the Scholastic Aptitude Test (SAT). When the test results are given to each student he/she is then able to compare his/her

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test performance in relation to other students throughout the country who have taken the SAT. In our case, for example, where positive attitudes rather than test scores are used for analysis purposes, a CIA percentile score of 80 would mean that in only 20 times out of 100 have other government employees responded more favorably to the particular item in question.

5. In using the percentile method the Commission suggests the following rule of thumb in interpreting the results.

Percentile	-	1 to 15 (significantly unfavorable response)
"		15 to 30 (borderline unfavorable)
"		30 to 70 (typical or average response)
"		70 to 85 (tending to be more favorable than average)
"		85 to 99 (significantly more favorable than average)

This table shows how the questionnaire responses of Agency employees who participated in this survey compare to responses of similar employees in previous surveys conducted by the Civil Service Commission.

UNITED STATES CIVIL SERVICE COMMISSION  
PERSONNEL MANAGEMENT QUESTIONNAIRE  
AGENCY PERCENTILE RANKING

<u>Personnel Management Category</u>	<u>Question</u>	<u>Percentile</u>
A. Job Information, Performance Evaluation and Training	(1) Are you kept pretty well informed of how you are doing on the job?	89
	(2) Are you encouraged to develop your skills and abilities?	76
	(3) Are you able to get the training you need to do your job well?	79
	(4) Have you received agency-sponsored training since your employment here?	94
	(5) If yes, has this training made you more effective on your job or better prepared for promotion?	54

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<u>Personnel Management Category</u>	<u>Question</u>	<u>Percentile</u>
B. Work Organization and Manpower		
	(1) Are you given enough work to do?	26
	(2) Are you given too much work to be able to do a good job?	86
	(3) Are you making good use of your skills and abilities on your job?	68
	(4) Do higher level employees do too much lower level work?	43
C. Rewards and Promotions		
	(1) Is your pay fair for the job you do?	81
	(2) Are you given credit when you do a job well?	96
	(3) Are you doing the kind of work that you like to do?	51
	(4) Do you think that promotions are given fairly?	59
	(5) Are you satisfied with opportunity for promotion?	58
	(6) Do you have adequate opportunity to gain experience and training for higher level work?	70
D. Services, Benefits and Working Conditions		
	(1) Are you able to take annual leave when you need to?	74
	Would you rate the following satisfactory at your job location?	
	(2) Safety	69
	(3) Work material and equipment	89

<u>Personnel Management Category</u>	<u>Question</u>	<u>Percentile</u>
	(4) Lighting	46
	(5) Cleanliness	44
	(6) Eating facilities	61
	(7) Transportation	54
E. Human Relations		
	(1) Are you able to try new work methods on the job?	91
	(2) Do you have enough say in how to do your work?	81
	(3) Are you required to get approval for decisions you should be able to make yourself?	60
F. Output and Organizational Effectiveness		
	(1) Are people up the line interested in ideas about better ways to get the work done.	88

6. With respect to the significance of the percentile rankings several things may be noted.

(a) In Category A the Agency is well above the average in Government. In questions 1 and 4 CIA employee attitudes are decidedly more positive, i.e., CIA employees believe they are kept informed of how well they all are doing their jobs to a much greater degree than employees elsewhere in Government, and they have had significantly more training opportunities as Agency employees.

(b) In Category B it is clear that by comparison CIA employees as a group tend to feel that they are not given enough work to do. (Survey findings suggest this is particularly applicable to the Directorate of Operations). By the same token relatively few CIA employees believe they are given too much work to do compared to other government employees.

(c) To a very significant extent when compared with other federal employees, Agency employees believe they are given credit when they do their job well. In other respects in Category C the

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CIA is about on a par with the rest of Government. It might be pointed out, however, that CIA employees tend to feel that they have opportunities to gain experience and training for higher level work to a somewhat greater degree than other federal workers seem to have in their respective organizations.

(d) With the exception of the area of work materials and equipment in Category D, CIA employees' attitudes are rather typical when compared with other federal establishments. Agency employees in general apparently are impressed with the equipment they have to do their work.

(e) In Category E (human relations) CIA employees tend to feel much more favorably than other federal workers about the latitude they are given to try new work methods on the job and about the opportunity they have for providing input as to how their work is to be done. Agency employees are by comparison also slightly more satisfied with the freedom they have to make decisions on their own without getting approval from others.

(f) As with the comparative high rating given employees in being permitted to try new approaches to doing their job, CIA employees are much more inclined than other federal workers to feel that people up the line are interested in ideas about better ways to get the work done.

7. In summary, as compared with attitudes of workers elsewhere in the Federal Government it may be said in regard to the referenced question areas CIA employees are generally more positive. In some instances CIA employee attitudes are more positive to a very significant degree.

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# ANALYSIS OF WRITTEN RESPONSES TO EMPLOYEE SURVEY SUMMER 1976

1. Written responses to items in the survey were requested in two separate instances. The first requested comments to item number 84 which dealt with whether or not external pressures (investigations, disclosures, etc.) had any significant negative influence on one's ability to do his/her job. The second item (87) solicited written responses relating to specific items on the questionnaire and also suggestions and/or remarks regarding any topics of interest pertaining to the Agency. Of the questionnaires returned, nearly 40% contained written responses to one or both of these items.

2. The responses can be divided into several broad categories, the most extensive of which are comments to item 84, primarily concerning Agency image; comments regarding personnel management and career development; and comments relating to promotion and performance evaluation. Among other topics less frequently mentioned were: (a) equal employment opportunities, (b) Agency and Directorate management, (c) working conditions, and (d) fitness reports and letter of instruction. Most of the written comments related to topics covered in the questionnaire, and represented clarification of and added emphasis to responses to the survey. Representative remarks are cited here, but some of the responses have been edited to avoid identification of individuals.

a. Comments Dealing with Question 84

(1) Comments dealing with Agency image focused primarily on the effects of external investigations. The majority of survey respondents indicated that disclosures and investigations had some impact on the organization, but that impact did not necessarily adversely affect morale. About 80% of those offering a written response to this question reported specifically that their ability to perform the job was adversely affected.

(2) Report writing and file searching to fulfill investigative requests was viewed as excessive and hampered day-to-day activities. The Freedom of Information and Privacy Acts were cited frequently as time usurpers. Operations personnel voiced concern at the difficulty of recruiting and the reluctance of contacts, both foreign and domestic, to provide pertinent information. The erosion of contacts' confidence in the ability of the Agency to guarantee confidentiality was suggested as a possible cause.

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(3) Curtailment of technical programs was blamed on Congressional investigations, and some respondents felt that Agency long-range planning has diminished and that decision-making is continually passed up the line causing some stagnation of programs and ideas. Some respondents indicated that Agency personnel were "running scared," while others felt the investigations would prove to be beneficial.

b. Comments Dealing with Question 87

(1) Career development was the topic most frequently written about. Career Counseling was lauded for being available and allowing persons a chance to "blow off steam," but was criticized for its inability to effect changes or solutions to matters brought to a counselor's attention. Rotational assignments were perceived both favorably and unfavorably. Rotational tours can prove to be career enhancing yet home offices are viewed as "forgetting" an employee on assignment in another office when promotions are considered. Secretaries and analysts voiced many complaints concerning lack of headroom; analysts particularly cited their inability to advance without giving up specialty careers for managerial positions. The vacancy notice system was considered helpful, but inadequate and in need of improvement. Respondents also expressed concern regarding the spiraling cost of living overseas, said there were fewer incentives to go overseas, and complained that procedures followed in filling field vacancies were less than objective.

(2) The most strenuous comments were directed toward the "buddy" or "sponsor" system of career development. Recurring remarks judged the career development program as merely "being in the right place at the right time."

(3) With respect to promotions and performance evaluation, the most prevalent remarks focused concern on promotion panels and the inconsistency with which they are perceived in handling promotion decisions. Again, many respondents charge the system with being capricious and based on the buddy system. Concern was also directed toward inequities in panels between Directorates, with subsequent suggestions to standardize promotion practices. The Agency's single-step promotion policy of 7-8-9-10-11 was contrasted with other Government agencies' double-step promotion policy of 7-9-11. Also, Agency personnel expressed the feeling that the time lag after one assumes the responsibilities of a higher position and before the grade is granted is much too long. Quality Step Increases and merit awards were also described as not being utilized as intended.

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(4) Remarks focusing on equal employment opportunity ranged across a full continuum of possibilities. Some persons felt not enough was yet being accomplished toward the goal of equal employment opportunities. Others felt the situation is under control and are satisfied with the results thus far. Still others felt the Agency has gone overboard in providing opportunities for minority groups. A response frequently made was that people should be selected and promoted on the basis of skill, not on the basis of race or sex qualifications.

(5) The subject of grievance procedures received much attention. Many Agency employees viewed procedures as complicated, and felt action would be taken against them if they filed. Many also perceive that the filing of a grievance results in a decision in management's favor in almost all cases, therefore filing is useless.

(6) Responses to the subject of Agency management dealt primarily with what is termed the increasing "bureaucratization" of the Agency. Most often criticized in this area is the "recent proliferation of paperwork" and the decision-making process which is "endless" and requires too much time and too many "approvals." Arguments were made for both increasing and decreasing Agency personnel. A commonly expressed feeling also was a disenchantment with Agency leadership on all levels. Some persons felt that leaders in the Agency are no longer examples to be followed and that managers are not selected on the basis of their leadership and potential for motivating people.

(7) Problems with working conditions were elaborated on in several written responses. Conditions such as lighting, space, temperature, and eating facilities were somewhat criticized. Of primary interest to respondents was the discrepancy in parking facilities, especially between Headquarters and other Agency buildings in the Washington metropolitan area. Difficulties with cover, such as getting full cover stories and maintaining cover, were mentioned. Salary increases at the lower GS grades were not considered adequate to cover cost-of-living increases in the D.C. area.

(8) Fitness report comments focused primarily on their subjective nature. Some respondents defined the report as a personality rating only. Suggestions were made that subordinates be required to rate their supervisors by a similar method. The Letter of Instruction was highly criticized as simply "a paperwork exercise" in its present form. Of the ninety persons responding with written comments in the FR-LOI category, forty-two of those stated that either they had no LOI presently or had never seen one.

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(9) Services offered by the Agency were generally considered to be very good. Suggestions were made in favor of improvements, such as a dental plan added to insurance benefits. However, the greatest need expressed was for more information on all services the Agency offers. Training inside and outside the Agency was both complimented and criticized. Generally, Agency personnel feel training courses should be more accessible. The present course offerings are considered beneficial in almost all areas.

(10) Based on the written responses employee morale might be described as moderate in most cases. The problems cited as affecting morale for the most part did not stem from the recent investigations and disclosures; many persons commented explicitly to that effect. Lack of headroom and lack of leadership direction were mentioned most frequently as casual factors for lowered morale. Differing managerial styles were viewed as the major cause of conflicts concerning component operations.

(11) Finally, there is the need for more effective communication. Employees offered suggestions for improved communication, such as EOD seminars on personnel practices and bulletins concerning component operations.

3. The following are excerpts from written comments made by survey participants and are offered as being reasonably representative of employee attitudes along selected topic areas.

a. External Pressures had a Significant Negative Influence on Ability to do the Job

GS-14/15 - "Innovation has ended. Procedural rigidity has taken over. There is a general air of caution throughout the Agency where a spirit of competition and enthusiasm once prevailed. The validity of the Agency's mission has been obscured. The advent of the Intelligence Community Staff with its military procedures and timidity has added a new level of tasking without compensating contributions."

GS-9/11 - "On recent (field assignment) was unable to fulfill objective because Congress cut off money, which was the direct result of investigations. The publicity of this investigation also negatively affected our objective."

GS-14/15 - "Sources of information have dried up, been put "off limits" to us or become so cautious as to be useless."

GS-16/above - "Too much time wasted in responding to external queries! (FOIA - Privacy Act - Congress - etc.) We are losing the flexibility needed to do our work . . . spend too much time looking back over our own shoulders to be effective."



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GS-12/13 - "Officers have to spend more time figuring out what they can and cannot do - to the extent that some find it easier to do nothing."

GS-16/above - "Redundant oversight, duplicative and confusing reporting requirements, loosely phrased standards, artificially conceived restrictive provisions."

b. Morale

GS-5/8 - "I would like to say one thing. My answers may all sound one sided, but that is because I am very happy with my job. I'm fairly new in the position, but I really want to go far in the job."

GS-14/15 - "Morale is low indeed. Few except the workaholics or the naive labor for love anymore as once they did in CIA. How to remotivate personnel is not a subject that can be addressed with a few quick lines. The matter should be studied (and not by the bloated entrenched bureaucrats who would likely issue a rosy report either)."

GS-5/8 - "The morale of Agency secretaries is (very low). I could not in all honesty recommend the Agency as a place to work for any girl I knew who was interested in secretarial work. What for . . . once she reaches GS-7 (and that doesn't take long these days) she's stuck. Better to take her chances on the outside."

GS-12/13 - "I'm proud to be an American and its an honor to work for the CIA."

GS-9/11 - "A large percentage of employee morale problems are caused by supervisors who are ill-equipped to manage people effectively. To better achieve fulfillment of Office goals and ultimately Agency goals, individual managers should be better educated in how to work for/with/around/through subordinates in order to make the best use of the resources at their disposal (i.e., their working level people)."

GS-14/15 - "This office has had an acting or at least not a full-time director for some considerable period . . . . Management uncertainties have the effect of postponing or delaying decisions of all types and of giving subordinate personnel the feeling that any policy is likely to be transitory. Morale is low as a consequence and most analysts are very apprehensive about the future."

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c. Career Management/Rotation

GS-16/above - "The lack of a firm Agency-wide personnel system is a principle cause of low morale in my component -- it results in lack of inter-Directorate mobility, greater assignment and promotional opportunities in some directorates, inability to take advantage of developing headroom, incredible bureaucratic paper overloads and consumption of manpower, lack of Agency-wide vacancy notices, etc."

GS-9/11 - "I do not trust any career services group. If there really was an effective career service group that could or would recommend valid career patterns/options I would make use of these services."

GS-12/13 - "There seems to be a definite lack of guidelines and criteria for employees to follow to insure a steady progression during their career. It has been my experience that any criteria is subject to change in any given situation."

GS-12/13 - "As far as a career is concerned I can not find any correlation between career planning, career training, etc., and individual careers. It appears that each service goes its own merry way. When an individual is selected for rotational assignment or extended training, the usual joke is 'did he mess up or is he on his way'?"

GS-14/15 - "Career development seemingly occurs only to the extent that an employee is willing to promote himself. One wonders if the individual didn't occasionally remind his supervisor of his needs and desire for training and development, would anything happen strictly as a result of supervisory interest and initiatives."

GS-12/13 - "... personnel policies and procedures must be publicized and open to all. By this I mean that jobs, their descriptions, prerequisites such as training and experience must be accessible to all who desire such info and that applicants for these jobs are chosen from the best qualified persons seeking the job."

d. Promotion/Performance Evaluation

GS-5/8 - "Do not feel promotions are given fairly because personnel or promotion panels let their dislikes or likes for a particular person have a great bearing when determining who is to be promoted and who is not. Think the promotion system should be changed to where persons on promotion boards are from a different directorate so as to take the personal likes and dislikes out of consideration . . . eliminate the 'buddy system'."

SECRET

"GS-9/11 - "I think the system used for CEL's should be improved. We don't know which criteria are used in making the evaluation and are only given a ranking. . . ."

GS-14/15 - "A system should be established whereby personnel serving in a position higher than their grade can either be promoted or paid on the basis of the position . . . there are few things more destructive to morale than having an employee serve years in a position one or two grades higher than his actual grade, receive strong fitness reports all through the period and yet not be promoted or paid for doing the job."

GS-16/above - "I consider the -- personnel evaluation system to be clumsy, inefficient, extremely costly, unnecessarily complicated and often unfair. The emphasis on long-winded fitness reports creates a burden for supervisors and can penalize employees whose supervisors are not inclined to verbosity . . . ."

GS-14/15 - "The squeaky wheel still gets the oil. Those who make enough noise, pander to the right people, or exercise an effective PR campaign seem to get promotions . . . if you quietly and efficiently do your work, management either takes you for granted or must feel you're not ambitious for advancement."

GS-9/11 - "Management is capricious. Promotions are based on factors which employees do not understand. The T/O can be used as an excuse, but not a working tool, so that a man can be promoted when his position does not call for it (based on competitive concept) or denied it, even if performing at the level of a higher graded position . . . the general approach of management is paternalistic -- we seek bright people but beat them down. We treasure the conformist but the innovator runs the risk of not being a 'team player.' Much time and effort is spent worrying and studying management problems, but no action is taken on the basis of these studies."

e. Equal Employment Opportunity

GS-12/13 - "I do not agree with the principle of the EEO program. I feel that ability should be the sole criteria in hiring, assignments, promotions, and not race or sex. There is too much favoritism given to women for example, in my office."

GS-14/15 - "EEO is not being given to all. Minorities, blacks in particular, are given preference because they are black. This is racism. Competence is the only true criterion for job competition. Let's cut the crap and simply hire the best person for the job."

GS-12/13 - "I don't believe the Agency is making progress in EEO because I feel the standards have been lowered to achieve racial/sexual balance. I believe the Agency can achieve this balance (if a numbers game must be played) by working harder in recruiting qualified people."

GS-5/8 - "The Agency has done nothing to better the lot of the women, expressly the married women. She is considered a 'working married wife' not a STAFF employee which indeed she is. Does the Agency call a married man a 'working married man' the answer is no."

GS-9/11 - "There are many opportunities, in my opinion for the new and young employee in the Agency, but not many for the older employee who is not a college graduate. In many instances your branch does not allow you to take training at all . . . ."

GS-14/15 - "Career development problems in my case have been due to my age. Principally for that reason I have been denied the opportunity to receive Agency sponsored training that would have been beneficial to me."

f. Agency Management

GS-9/11 - "Daily workloads are increased and operational activities are hampered and restricted as a result of excessive bureaucratic formalities, i.e., maintaining a strict chain of command, needless formal paperwork when brief notes would suffice, relentless preparation of outdated/unused reports/records."

GS-14/15 - "The Agency is badly in need of a major reorganization. The current four directorate system is outdated . . . too many empires have been built . . . there is substantial duplication of effort which wastes scarce resources . . . e.g., the way weapons intelligence is organized between and among DDS&T and the DDI."

GS-16/above - "I believe the Agency is now and has been drifting for past several years. It is not clear that Agency management knows how to stop it. I have a feeling that too many managers have turned conservative and are unwilling to provide leadership that may be controversial. Saying 'no' or finding reasons to delay is more popular than (saying) 'yes' when new ideas or proposals are surfaced."

GS-12/13 - "This questionnaire does not bring out what I perceive to be this Agency's prime shortcoming -- lack of honesty and wisdom at the senior management level. As of today management's credibility is very low."

SECRET

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GS-12/13 - "The Agency has too many paper managers -- too few people managers; too many crises managers, too few long range planners. Also there are too many politicians. Skill, ability, effectiveness and results are now less important than politics and luck at grades 13 and above."

g. Working Conditions

GS-5/8 - "The space is so limited in my present office that I have to sit in another office where space is available. We work in a cramped, stuffy environment and I feel that our office could function more efficiently if we were to have fresh air and more room to move." (Headquarters)

GS-16/above - "Need addition to Headquarters building to permit all employees to be in Headquarters. Geographic separation is inefficient and hampers Agency effectiveness. Computers should be moved out; people should be moved in."

GS-12/13 - "It is often cold in many offices in the winter that people have to leave their winter coats on to stay warm." (Headquarters)

GS-5/8 - "I am aware of the inferior facilities at satellite offices, parking and cafeteria services in particular, are worse and should be upgraded so that all employees receive equal benefits."

GS-9/11 - "... offices are very dirty . . . temperatures either too hot or too cold. Either way it interferes with one's work . . . space-- one feels like an ant in an ant farm . . . lighting -- people in separated offices all have poor eyesight not only do they need the window light, they need all overhead lights." (Headquarters)

h. Compensation/Recognition

GS-14/15 - "I have seen QSI's used because personnel are not promotable or to try to keep undeserving personnel happy -- it's a farce."

GS-9/11 - "The highest awards almost always go to the highest graded officials . . . some lower graded employees have earned this level of award but are given a lesser award."

GS-9/11 - "After working for two years in a supervisor slot two grades higher than I am, I was presented with a QSI at Headquarters while processing for an overseas assignment. It was short, sweet, and without fanfare. My pride, to say the least, was somewhat miffed . . . Don't put these (QSI's) in the Washington Star, but do publish them internally."

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GS-12/13 - "There appears to be no correlation between the use of the QSI and quality performance . . . whole question of QSI needs looking into."

GS-14/15 - "So few people (are) honored, most upon retirement (with a surrogate 'gold watch') that I see no effect on routine performance."

GS-12/13 - "QSI's are for the most part given in lieu of promotion and they have lost their original intent . . . after serving 18 months overseas as a GS-10 in an 11 slot I recieved 2 QSI's. Upon my return to Headquarters I remained a 10 for 4 1/2 years."

STATINTL

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DD/A Registry

76-3132

22 JUN 1976

MEMORANDUM FOR: Deputy Director for Administration  
Deputy Director for Intelligence  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Chairman, Senior Executive Career Service Panel

FROM : F. W. M. Janney  
Director of Personnel

SUBJECT : Agency Employee Survey

1. On May 19 of this year the Director signed an Employee Bulletin informing the Agency work-force that an Agency-wide personnel management survey would soon be undertaken. A copy of the proposed survey questionnaire, which has been developed by the Office of Personnel and the Office of Medical Services (PSS), is attached. Attachment A represents the form to be used by employees in the immediate metropolitan area; attachment B (sanitized by representatives of the IDO) represents the form to be used by employees located in the [REDACTED] field areas. The questions are the same on both forms but field use required making some modifications. The questions changed in the field version (attachment B) are noted with an asterisk.

2. We ask that you review the questionnaire so that we may be sure that you understand exactly what Agency employees will be requested to respond to. Some Directorates have had surveys fairly recently, but those familiar with the content of the Directorate surveys will find only a limited amount of overlap with respect to the questions asked. A significant percentage of the questions contained in the Agency-wide questionnaire comes directly from the survey used by the Civil Service Commission in connection with its personnel management evaluation activity. It is our intention that this forthcoming employee survey will support a continuing effort on our part to probe various factors influencing the effectiveness of Agency personnel management practices. Hence, the questions are general and applicable to all parts of the organization. They will serve as a benchmark for future surveys.

This document may be downgraded when separated from classified attachment.

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3. You will note that several questions are included at the end of the questionnaire relative to employee morale. The Director has expressed special interest in this matter. The morale questions are limited in number and scope in this survey because the Director has approved the suggestion to query mid-level supervisors who, being close to the employee work situation, could offer some special insights in this area. Of course, this special morale survey which will be given at a later date will be intensive, will be directed at a limited and special segment of our employee population, and should not detract from this particular effort.

4. The attached questionnaire is not in final form, i.e., items need to be numbered, and other minor alterations made; however, no further substantive changes are contemplated. Should you have any problems or reservations about any item please inform us so that necessary changes may be accomplished soon. Should we receive nothing from you prior to June 28 we shall assume your endorsement and prepare the draft questionnaire for printing and dissemination. As indicated previously the survey will be distributed to one of every four employees in each career service whether stationed locally or in the field. Personnel officers and registry employees will cooperate in seeing to it that those employees randomly selected to participate in the survey receive the questionnaire.

[REDACTED]

F. W. M. Jolley

25X1A

Atts.  
As Stated

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A

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QUESTIONNAIRE INSTRUCTIONS

This questionnaire asks for your views about various aspects of personnel management programs in the Agency as you perceive them or as they have influenced you in your job and career.

As you read through the questionnaire, please mark your reactions to each question by circling the number of the response which most clearly expresses your feeling about that particular item. Most of the questions request a "Yes", "?", "No", or "Not Applicable" response. For example:

	YES	?	NO	NOT APPLICABLE
Do you know which Career Service you are in?	1	2	3	4

On this item the individual answered "?" indicating he/she was unsure of his/her career service assignment. The "?" response should indicate an unsure or undecided response to the item, the "Not Applicable" response would indicate that the question does not really apply for this respondent. For instance, if they did not have a Career Service designation for this example then they would circle alternative 4. A few questions ask for a multiple choice response and a few request brief written responses. Please respond to these as indicated. There are no right or wrong answers only your own feelings concerning how you view these issues.

The first several questions are designed to provide us with information about how different groups of employees view these issues. The information you provide on these questions will be used to analyze the responses by large groups of employees and will not be used to identify individual responses. Do not sign your questionnaire. Please complete the questionnaire and return it within two weeks after receipt in the attached return envelope to Office of Personnel/Plans Staff, 626 C of C Bldg.

ADMINISTRATIVE - INTERNAL USE ONLY

BACKGROUND INFORMATION

Please circle the number of the response to each item which best describes your situation:

How long have you worked for the Agency?

1. Less than 2 years
2. 2 to 4 years
3. 5 to 10 years
4. 11 to 20 years
5. More than 20 years

What is your pay category?

1. GS (General Schedule)
2. WG, WL, WS (Wage System)
3. Other (Please specify \_\_\_\_\_)

What is your current pay grade? (GS, WG, WL, WS, or Other)

1. 1 to 4
2. 5 to 8
3. 9 to 11
4. 12 to 13
5. 14 to 15
6. 16 and Above

What is your highest level of education?

1. Less than high school graduate
2. High school graduate
3. Attended technical vocational or business school
4. Bachelors degree
5. Advanced degree

What Directorate Career Service are you in?

1. DDA
2. DDI
3. DDO
4. DDS&T
5. ODCI

What is your sex?

1. Male
2. Female

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What is your age?

1. 25 or Below
2. 26 - 34
3. 35 - 44
4. 45 and Over

What is your current geographic location?

1. Headquarters Building
2. Washington Metropolitan Area

STATINTL

How long have you worked for your present supervisor?

1. Less than 6 months
2. 6 months to 1 year
3. 1 to 2 years
4. 2 to 3 years
5. More than 3 years

How long has it been since you were promoted to a higher grade in the Agency?

1. Never
2. Less than 1 year
3. 1 to 2 years
4. 2 to 3 years
5. More than 3 years

Are you a supervisor?

1. Yes
2. No

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
Are you making good use of your skills and abilities on your job?	1	2	3	4
Do higher level employees do too much lower level work?	1	2	3	4
Are you doing the kind of work that you like to do?	1	2	3	4
Are you given enough work to do?	1	2	3	4
Are you given too much work to be able to do a good job?	1	2	3	4
Do you feel that in your component the job is being accomplished efficiently?	1	2	3	4
Are you allowed to try new work methods on the job?	1	2	3	4
Do you have enough say in how to do your work?	1	2	3	4
Are you required to get approval for decisions you should be able to make yourself?	1	2	3	4
Are people up the line interested in ideas about better ways to get the work done?	1	2	3	4
Do you think that, overall, your Career Service is fulfilling its responsibilities in the area of career management?	1	2	3	4
Does your supervisor talk to you about your career development prospects?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
Are you encouraged to develop your skills and abilities?	1	2	3	4
Are you aware that your Career Service has Developmental Profiles which show the training and experience that are desirable for employees in certain occupational categories?	1	2	3	4
Have you read the profile applicable to your job?	1	2	3	4
Do you feel free to discuss your career interests or problems with a career counselor?	1	2	3	4
Do you feel that your Career Service provides satisfactorily for employee career development needs?	1	2	3	4
Do you feel your Career Service has been helpful in providing assistance on matters related to your career as an Agency employee?	1	2	3	4
Do you feel the Agency counseling services in the following areas are satisfactory in meeting employee needs?				
	YES	?	NO	NOT APPLICABLE
a. Personal Problems, (marital, financial, health, etc.)	1	2	3	4
b. Benefits/Services (insurance, retirement, VIP, etc.)	1	2	3	4

## ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
c. Career Development (career planning, training, assign- ments, etc.)	1	2	3	4
d. On the Job Problems (supervisor, safety, materials, equipment, etc.)	1	2	3	4
e. Problems Related to Agency Employment (cover, security, conflict of in- terests, etc.)	1	2	3	4
Is there any counseling service listed in the preceding question that you do not know how to use, e.g., do not know where to go or whom to see?	1	2	3	4
If yes to please identify by circling the following letter(s) appropriate to the above categories.	a	b	c	d e
Do you feel you would jeopardize your stand- ing in your Career Service if you respond- ed to a vacancy notice?	1	2	3	4
Do you believe the Agency vacancy notice system works satisfactorily?	1	2	3	4
Are you able to get the training you need to do your job well?	1	2	3	4
Have you received Agency- sponsored training since your employment here?	1	2	3	4



	YES	?	NO	NOT APPLICABLE
If yes, has this training made you more effective on your job or better prepared for promotion?	1	2	3	4
Have you adequately utilized any additional training you may have acquired since your employment with the Agency?	1	2	3	4
Are your training needs given adequate attention by your supervisor?	1	2	3	4
Do you have adequate opportunity to gain experience and training for higher level work?	1	2	3	4
Are you satisfied with your opportunities for promotion?	1	2	3	4
Do you understand your Career Service (Career Sub-Group) promotion system?	1	2	3	4
Do you think that promotions are given fairly in your Career Service (Career Sub-Group)?	1	2	3	4
Are you kept pretty well informed of how you are doing on the job?	1	2	3	4
Do you understand the difference between the job description and Letter of Instruction?	1	2	3	4
Do you feel your fitness reports have been an accurate reflection of				

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ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
Are you aware of the criteria upon which your supervisor determines your fitness report rating?	1	2	3	4
Has your LOI helped you to better understand your job?	1	2	3	4
Do you understand your Career Service's comparative evaluation system?	1	2	3	4
Do you know the criteria used to determine rankings on the competitive evaluation list (CEL) on which you are ranked?	1	2	3	4
Do you belong to a racial minority group? (i.e. Black, Hispanic, Asian-American)	1	2	3	4
Do you feel you would get into trouble if you filed a discrimination complaint?	1	2	3	4
Do you know how to file a discrimination complaint or feel you could find out how to relatively easily?	1	2	3	4
Do you know who your EEO Counselor is?	1	2	3	4
Do younger employees receive better treatment than older employees in your Career Service?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

How are employees from racial minority groups generally treated in your Career Service? (Circle One)

1. Better than other employees
2. About the same as other employees
3. Worse than other employees
4. Unsure

How are female employees generally treated in your Career Service? (Circle One)

1. Better than male employees
2. About the same as male employees
3. Worse than male employees
4. Unsure

	YES	?	NO	NOT APPLICABLE
Do you think the system for handling discrimination complaints is effective?	1	2	3	4
Do you believe better job opportunities on a fair, competitive basis have been denied you because of your race?	1	2	3	4
Do you believe better job opportunities on a fair, competitive basis have been denied you because of your sex?	1	2	3	4
Do you feel the Agency is making progress in providing equal employment opportunities for all employees?	1	2	3	4
Have you looked through the Personnel Handbook for your Directorate?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
If so, is the Director- rate Personnel Handbook a useful reference on questions about person- nel matters?	1	2	3	4
Do you feel the Agency has made improvements in personnel management methods and operations in the past 2 years?	1	2	3	4
Is your pay fair for the job you do?	1	2	3	4
Are you given credit when you do a job well?	1	2	3	4
Is the publicity afford- ed Honor and Merit Award recipients appropriate/ satisfactory in most in- stances?	1	2	3	4
Do you believe the Agency's Honor and Merit Award pro- grams are effective?	1	2	3	4
Does management make appropriate use of Quality Step Increases as a means of recogni- tion?	1	2	3	4
Are you usually able to take annual leave when you need to?	1	2	3	4
Do you feel that the time taken to process your Association Plan insurance claims is reasonable?	1	2	3	4
Do you understand what actions to take to pro- tect your potential bene- fits should you incur an injury while on the job?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
Do the kinds of insurance programs now available to you as an Agency employee provide you with adequate coverage?	1	2	3	4
Does the fact that administrative costs of the "VIP" Program must now be paid by subscribers affect your interest in either retaining your membership or becoming a member of this Program?	1	2	3	4
Do you feel the Office of Personnel has done a good job in administering employee benefits?	1	2	3	4
Do you feel that you have been kept adequately informed about the range of employee benefit programs available to you?	1	2	3	4
Do you feel that you are kept sufficiently up-to-date on changes affecting your benefits under these programs?	1	2	3	4
Would you rate the following satisfactory at your job location?				
Safety	1	2	3	4
Work materials and equipment	1	2	3	4
Lighting	1	2	3	4
Cleanliness	1	2	3	4
Eating facilities	1	2	3	4
Transportation	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
Parking facilities	1	2	3	4
Temperature	1	2	3	4
Space	1	2	3	4
Do you know the procedures in your Career Service for handling grievances (not EEO issues)?	1	2	3	4
Are you satisfied with present Agency grievance procedures?	1	2	3	4
Are you confident you know what a grievance is?	1	2	3	4
Have you not taken action on a grievance because you thought to do so might work against your best interests or because you thought nothing would be done about it anyway?	1	2	3	4
Do you understand the difference between being declared "surplus" and being identified for "selection out"?	1	2	3	4
Do you understand how people in your Career Service are identified for selection out?	1	2	3	4
Do you understand the procedures where you work for declaring certain employees to be..."excess to the manpower requirements of (their) Directorate or independent office"?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
Do you feel you have adequate opportunities for advancement in your Career Service?	1	2	3	4
Is there adequate opportunity to transfer among the various Directorates in the Agency?	1	2	3	4
Is there adequate opportunity for rotational assignments to other positions in your Career Service?	1	2	3	4
Do you feel your career is headed in a relatively clear direction in the Agency?	1	2	3	4
Do you personally feel that greater attention given to your career planning by your Career Service would be beneficial?	1	2	3	4

\*\*\*\*\*

In addition to examining issues related to personnel management programs, it is also timely to request an indication from a cross-section of Agency employees of their perception of morale relative to the impact of external investigations and disclosures in recent months. Your candid response to the following items will be beneficial in providing some perspective on this topic.

	YES	?	NO	NOT APPLICABLE
Do you feel that Agency morale has been negatively affected by external disclosures, e.g. Congressional Investigations?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
Have revelations regarding the activities of the CIA had a serious negative impact on your feelings regarding employment here?	1	2	3	4
Do you think the Agency's ability to fulfill its function in the near future (1-2 years) will be seriously hampered as a result of the Congressional Investigations?	1	2	3	4
In the long run (2 years and more) do you feel the investigations will have a beneficial effect on the Agency's operation?	1	2	3	4
Have these external pressures (investigations, disclosures, etc.) had any significant negative influence on your ability to do your job?	1	2	3	4
If yes to        please point out briefly in writing the nature of this negative influence.				

What do you feel is the overall level of morale at this time in your component?

1. Very High
2. High
3. Moderate
4. Low
5. Very Low
6. Unsure



Use this page to make any comments or suggestions. If your comments relate to a specific item in this questionnaire, please show the question number.

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B

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	YES	?	NO	NOT APPLICABLE
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On this item the individual answered "?" indicating he/she was unsure of his/her career service assignment. The "?" response should indicate an unsure or undecided response to the item, the "Not Applicable" response would indicate that the question does not really apply for this respondent. For instance, if they did not have a Career Service designation for this example then they would circle alternative 4. A few questions ask for a multiple choice response and a few request brief written responses. Please respond to these as indicated. There are no right or wrong answers only your own feelings concerning how you view these issues.

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BACKGROUND INFORMATION

Please circle the number of the response to each item which best describes your situation:

\* How long have you worked for the Organization?

1. Less than 2 years
2. 2 to 4 years
3. 5 to 10 years
4. 11 to 20 years
5. More than 20 years

What is your pay category?

1. GS (General Schedule)
2. WG, WL, WS (Wage System)
3. Other (Please specify\_\_\_\_\_)

What is your current pay grade? (GS, WG, WL, WS, or Other)

1. 1 to 4
2. 5 to 8
3. 9 to 11
4. 12 to 13
5. 14 to 15
6. 16 and Above

What is your highest level of education?

1. Less than high school graduate
2. High school graduate
3. Attended technical vocational or business school
4. Bachelors degree
5. Advanced degree

\* What Directorate Career Service are you in?



What is your sex?

1. Male
2. Female


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What is your age?

1. 25 or Below
2. 26 - 34
3. 35 - 44
4. 45 and Over

\* What is your current geographic location?

1. N/A
  2. N/A
- 

How long have you worked for your present supervisor?

1. Less than 6 months
2. 6 months to 1 year
3. 1 to 2 years
4. 2 to 3 years
5. More than 3 years

\* How long has it been since you were promoted to a higher grade in the Organization?

1. Never
2. Less than 1 year
3. 1 to 2 years
4. 2 to 3 years
5. More than 3 years

Are you a supervisor?

1. Yes
2. No

ADMINISTRATIVE - INTERNAL USE ONLY

STATINTL

	YES	?	NO	NOT APPLICABLE
Are you making good use of your skills and abilities on your job?	1	2	3	4
Do higher level employees do too much lower level work?	1	2	3	4
Are you doing the kind of work that you like to do?	1	2	3	4
Are you given enough work to do?	1	2	3	4
Are you given too much work to be able to do a good job?	1	2	3	4
Do you feel that in your component the job is being accomplished efficiently?	1	2	3	4
Are you allowed to try new work methods on the job?	1	2	3	4
Do you have enough say in how to do your work?	1	2	3	4
Are you required to get approval for decisions you should be able to make yourself?	1	2	3	4
Are people up the line interested in ideas about better ways to get the work done?	1	2	3	4
Do you think that, overall, your Career Service is fulfilling its responsibilities in the area of career management?	1	2	3	4
Does your supervisor talk to you about your career development prospects?	1	2	3	4

	YES	?	NO	NOT APPLICABLE
Are you encouraged to develop your skills and abilities?	1	2	3	4

Are you aware that your Career Service has Developmental Profiles which show the training and experience that are desirable for employees in certain occupational categories?	1	2	3	4
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Have you read the profile applicable to your job?	1	2	3	4
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Do you feel free to discuss your career interests or problems with a career counselor?	1	2	3	4
--	---	---	---	---

Do you feel that your Career Service provides satisfactorily for employee career development needs?	1	2	3	4
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* Do you feel your Career Service has been helpful in providing assistance on matters related to your career as an organization employee?	1	2	3	4
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\* Do you feel the Organization's counseling services in the following areas are satisfactory in meeting employee needs?

	YES	?	NO	NOT APPLICABLE
a. Personal Problems, (marital, financial, health, etc.)	1	2	3	4
b. Benefits/Services (insurance, retirement, VIP, etc.)	1	2	3	4

## ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
c. Career Development (career planning, training, assign- ments, etc.)	1	2	3	4
d. On the Job Problems (supervisor, safety, materials, equipment, etc.)	1	2	3	4
* e. Problems Related to Organization Employment (cover, security, conflict of interests, etc.)	1	2	3	4
Is there any counseling service listed in the preceding question that you do not know how to use, e.g., do not know where to go or whom to see?	1	2	3	4
If yes to please identify by circling the following letter(s) appropriate to the above categories.	a	b	c	d e
Do you feel you would jeopardize your stand- ing in your Career Service if you respond- ed to a vacancy notice?	1	2	3	4
* Do you believe the Organiza- tion's vacancy notice system works satisfactorily?	1	2	3	4
Are you able to get the training you need to do your job well?	1	2	3	4
* Have you received Organiza- tion sponsored training since your employment here?	1	2	3	4



ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
If yes, has this training made you more effective on your job or better prepared for promotion?	1	2	3	4
* Have you adequately utilized any additional training you may have acquired since your employment with the Organization?	1	2	3	4
Are your training needs given adequate attention by your supervisor?	1	2	3	4
Do you have adequate opportunity to gain experience and training for higher level work?	1	2	3	4
Are you satisfied with your opportunities for promotion?	1	2	3	4
Do you understand your Career Service (Career Sub-Group) promotion system?	1	2	3	4
Do you think that promotions are given fairly in your Career Service (Career Sub-Group)?	1	2	3	4
Are you kept pretty well informed of how you are doing on the job?	1	2	3	4
Do you understand the difference between the job description and Letter of Instruction?	1	2	3	4
Do you feel your fitness reports have been an accurate reflection of your job performance?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
Are you aware of the criteria upon which your supervisor determines your fitness report rating?	1	2	3	4
Has your LOI helped you to better understand your job?	1	2	3	4
Do you understand your Career Service's comparative evaluation system?	1	2	3	4
Do you know the criteria used to determine rankings on the competitive evaluation list (CEL) on which you are ranked?	1	2	3	4
Do you belong to a racial minority group? (i.e. Black, Hispanic, Asian-American)	1	2	3	4
Do you feel you would get into trouble if you filed a discrimination complaint?	1	2	3	4
Do you know how to file a discrimination complaint or feel you could find out how to relatively easily?	1	2	3	4
* Do you know how to reach an EEO Counselor?	1	2	3	4
Do younger employees receive better treatment than older employees in your Career Service?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

How are employees from racial minority groups generally treated in your Career Service? (Circle One)

1. Better than other employees
2. About the same as other employees
3. Worse than other employees
4. Unsure

How are female employees generally treated in your Career Service? (Circle One)

1. Better than male employees
2. About the same as male employees
3. Worse than male employees
4. Unsure

	YES	?	NO	NOT APPLICABLE
Do you think the system for handling discrimination complaints is effective?	1	2	3	4
Do you believe better job opportunities on a fair, competitive basis have been denied you because of your race?	1	2	3	4
Do you believe better job opportunities on a fair, competitive basis have been denied you because of your sex?	1	2	3	4
* Do you feel the Organization is making progress in providing equal employment opportunities for all employees?	1	2	3	4
Have you looked through the Personnel Handbook for your Directorate?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
If so, is the Directorate Personnel Handbook a useful reference on questions about personnel matters?	1	2	3	4
* Do you feel the Organization has made improvements in personnel management methods and operations in the past 2 years?	1	2	3	4
Is your pay fair for the job you do?	1	2	3	4
Are you given credit when you do a job well?	1	2	3	4
Is the publicity afforded Honor and Merit Award recipients appropriate/satisfactory in most instances?	1	2	3	4
* Do you believe the Organization's Honor and Merit Award programs are effective?	1	2	3	4
Does management make appropriate use of Quality Step Increases as a means of recognition?	1	2	3	4
Are you usually able to take annual leave when you need to?	1	2	3	4
* Do you feel that the time taken to process your Medical Hospitalization insurance claims is reasonable?	1	2	3	4
Do you understand what actions to take to protect your potential benefits should you incur an injury while on the job?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
* Do the kinds of insurance programs now available to you as an Organization employee provide you with adequate coverage?	1	2	3	4
Does the fact that administrative costs of the "VIP" Program must now be paid by subscribers affect your interest in either retaining your membership or becoming a member of this Program?	1	2	3	4
Do you feel the Office of Personnel has done a good job in administering employee benefits?	1	2	3	4
Do you feel that you have been kept adequately informed about the range of employee benefit programs available to you?	1	2	3	4
Do you feel that you are kept sufficiently up-to-date on changes affecting your benefits under these programs?	1	2	3	4
Would you rate the following satisfactory at your job location?				
Safety	1	2	3	4
Work materials and equipment	1	2	3	4
Lighting	1	2	3	4
Cleanliness	1	2	3	4
Eating facilities	1	2	3	4
Transportation	1	2	3	4

	YES	?	NO	NOT APPLICABLE
Parking facilities	1	2	3	4
Temperature	1	2	3	4
Space	1	2	3	4
Do you know the pro- cedures in your Career Service for handling grievances (not EEO issues)?	1	2	3	4
Are you satisfied with present Agency griev- ance procedures?	1	2	3	4
Are you confident you know what a grievance is?	1	2	3	4
Have you not taken action on a grievance because you thought to do so might work against your best in- terests or because you thought nothing would be done about it anyway?	1	2	3	4
Do you understand the difference between being declared "surplus" and being identified for "selection out"?	1	2	3	4
Do you understand how people in your Career Service are identified for selection out?	1	2	3	4
Do you understand the procedures where you work for declaring certain employees to be..."excess to the manpower requirements of (their) Directorate or independent office?"	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
Do you feel you have adequate opportunities for advancement in your Career Service?	1	2	3	4
* Is there adequate opportunity to transfer among the various Directorates in the Organization?	1	2	3	4
Is there adequate opportunity for rotational assignments to other positions in your Career Service?	1	2	3	4
* Do you feel your career is headed in a relatively clear direction in the Organization?	1	2	3	4
Do you personally feel that greater attention given to your career planning by your Career Service would be beneficial?	1	2	3	4

\*\*\*\*\*

- \* In addition to examining issues related to personnel management programs, it is also timely to request an indication from a cross-section of Organization employees of their perception of morale relative to the impact of external investigations and disclosures in recent months. Your candid response to the following items will be beneficial in providing some perspective on this topic.

	YES	?	NO	NOT APPLICABLE
* Do you feel that Organization morale has been negatively affected by external disclosures, e.g. legislative Investigations?	1	2	3	4

ADMINISTRATIVE - INTERNAL USE ONLY

ADMINISTRATIVE - INTERNAL USE ONLY

	YES	?	NO	NOT APPLICABLE
* Have revelations regarding the activities of the Organization had a serious negative impact on your feelings regarding employment here?	1	2	3	4
* Do you think the Organization's ability to fulfill its function in the near future (1-2 years) will be seriously hampered as a result of the Legislative Investigations?	1	2	3	4
* In the long run (2 years and more) do you feel the investigations will have a beneficial effect on the Organization's operation?	1	2	3	4
Have these external pressures (investigations, disclosures, etc.) had any significant negative influence on your ability to do your job?	1	2	3	4
If yes to      please point out briefly in writing the nature of this negative influence.				

- \* What do you feel is the overall level of morale at this time in your Office, Station or Base?
1. Very High
  2. High
  3. Moderate
  4. Low
  5. Very Low
  6. Unsure

ADMINISTRATIVE - INTERNAL USE ONLY



ADMINISTRATIVE - INTERNAL USE ONLY

Use this page to make any comments or suggestions. If your comments relate to a specific item in this questionnaire, please show the question number.

ADMINISTRATIVE - INTERNAL USE ONLY